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Global Affairs Canada

Departmental Performance Report 2015-16

The original version was signed by
The Honourable Stéphane Dion, Minister of Foreign Affairs,
The Honourable Chrystia Freeland, Minister of International Trade, and
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Table of Contents

Ministers' Message 1
Results Highlights at a Glance 4
Section I: Organizational Overview 5
Organizational Profile 5
Organizational Context 5
Organizational Priorities 13
Section II: Expenditure Overview 26
Actual Expenditures 26
Budgetary Performance Summary for Programs and Internal Services 26
Departmental Spending Trend 31
Expenditures by Vote 32
Alignment of Spending With the Whole-of-Government Framework 32
Financial Statements and Financial Statements Highlights 33
Section III: Analysis of Programs and Internal Services 37
Strategic Outcome 1: Canada's International Agenda. 37
Program 1.1: Integrated Foreign Affairs, Trade and Development Policy 37
Program 1.2: Diplomacy, Advocacy, and International Agreements 39
Strategic Outcome 2: International Commercial and Consular Services for Canadians. 43
Program 2.1: International Commerce 43
Program 2.2: Consular Services and Emergency Management 46
Strategic Outcome 3: International Assistance and Poverty Alleviation 49
Program 3.1: International Security and Democratic Development 49
Program 3.2: International Development 53
Program 3.3: International Humanitarian Assistance 56
Strategic Outcome 4: Canada's Network Abroad 58
Program 4.1: Mission Network Governance, Strategic Direction and Common Services 58
Program 4.2: Management of Government of Canada Terms and Conditions of Employment Abroad 61
Internal Services 62
Section IV: Supplementary Information 67
Supporting Information on Lower-Level Programs 67
Supplementary Information Tables 67
Federal Tax Expenditures 68
Organizational Contact Information 69
Appendix: Definitions 71
Endnotes 75

Ministers' Message

The Honourable Stéphane Dion
Minister of Foreign Affairs

The Honourable Chrystia Freeland
Minister of International Trade

The Honourable Marie-Claude Bibeau
Minister of International Development and La Francophonie

Our international agenda is about re-engaging the world in pursuit of Canada's interests. In less than a year, Canada has ratified, or is in the process of ratifying, key treaties from arms sales to desertification to conventions against torture. These specific examples are all drawn from a comprehensive effort to re-engage the world on the toughest global challenges while repositioning Canada as multilateral force.

The Government is determined to promote a rules-based, progressive and inclusive agenda from peacebuilding to security and to do its part to see that multilateralism is reinvigorated to deal with these challenges. Canada is also creating shared prosperity, where economic growth within Canada and around the world produces tangible results for everyone. Here again, Canada has already reinvigorated economic partnerships with the world's largest economies from the United States to China to Europe. These results are captured in Global Affairs Canada's Departmental Performance Report.

Canada's government has chosen to be inclusive and progressive and is committed to showing that diversity is a force that can overcome intolerance, radicalism and hate. In 2015-16, Canada advanced democracy, inclusive, accountable governance and respect for human rights through revitalized engagement with the United Nations (UN). Through the UN, we increased our support for peace operations and contributed to multilateral efforts to fight terrorism and extremism. We announced our goal to secure a seat on the UN Security Council in 2021, a critical tool and forum for Canada to pursue its interests in the world and to promote peace and inclusion. Focusing on the security and safety of Canadians abroad, Global Affairs Canada continues to modernize how it delivers consular services, so that Canadians receive timely and effective support when traveling, working or living abroad. The Government of Canada also announced that it would systematically make demands for clemency for Canadians in all cases, everywhere.

Over the past year, Canada worked closely with partners and multilateral institutions to address the global challenges that threaten to undermine peace, development and gender equality. In recognition of the ongoing crisis in Syria and Iraq, the department launched a comprehensive three-year strategy to provide assistance for conflict-affected communities. With other government departments, we welcomed 25,000 Syrians to Canada, reconnecting with our proud tradition as a country of refuge.

Climate change affects us all, and has a disproportionate impact on the poor and marginalized. We brought back Canada to a leadership role in addressing climate change by contributing to the success of the 2015 UN Climate Change Conference and the new global climate change pact, the Paris Agreement. Prime Minister Trudeau announced $2.65 billion over five years in climate finance to support developing countries face climate change and revitalize their economies at the same time.

Canada's development assistance is being refocused to help the poorest and most vulnerable and to support fragile states. In 2016, we launched a review of our international assistance, informed by consultations with key stakeholders including other donors, recipient countries, humanitarian organizations, and Canadian and international organizations. Women and girls will be at the core of our international development agenda going forward; not only because women and girls are often the victims of poverty, conflict and climate change, but also because they will be a force for positive and sustainable change if we enable them to realize their potential. Canada continued to support women's health and we have included funding to close gaps in the availability of sexual and reproductive health care and services. With a focus on population growth and climate change, an action plan for La Francophonie is also taking shape.

Throughout 2015-16, Canada continued to foster inclusive economic growth and development outcomes around the world. Canada concentrated support to 25 'countries of focus' and mobilized Canadian expertise to deliver development results in more than 100 countries. The department also responded to humanitarian emergencies in 57 countries and helped to reach over 76 million people with quality and timely assistance. Canada remains a major contributor to UN development initiatives and actively engaged in the elaboration of the 2030 Agenda for Sustainable Development.

International trade is essential to economic growth and prosperity, improved living standards and the growth and success of businesses. We have been developing a progressive trade agenda that focuses on trade agreements that serve society as a whole and builds on Canada's openness to immigration, trade and international commerce. Indigenous Peoples, women, the environment and labour protections are at the centre of our trade policy. This past year, key milestones were reached on the Comprehensive Economic and Trade Agreement (CETA), with the European Union. The agreement includes strong labour and environmental protections, guarantees the state's right to regulate, and creates a transparent, objective arbitration process. In 2015-16, we advanced Canadian competitiveness by improving access to Asian markets for Canadian businesses. In February 2016, Canada signed the Trans-Pacific Partnership, and committed to a robust, open and transparent consultative process with Canadians before taking a decision on ratification.

Global Affairs Canada has created opportunities for Canadian businesses to access global trade. CanExport, a new program, will provide $50 million to help small and medium-sized businesses with export development costs, so that they can take advantage of global export opportunities. Central to this effort is our belief that furthering women's empowerment as leaders in business and international trade is fundamental to ensuring our country's economic success.

To strengthen prosperity, Canada reinforced its relationship with the United States, our most important economic and security partner. Canada and the United States agreed to enhance trade and security measures at our common border, to invest in the joint stewardship of shared waters, and to work together as leaders on climate change and Arctic issues to foster a competitive, secure and sustainable North American region. We also pursued a constructive

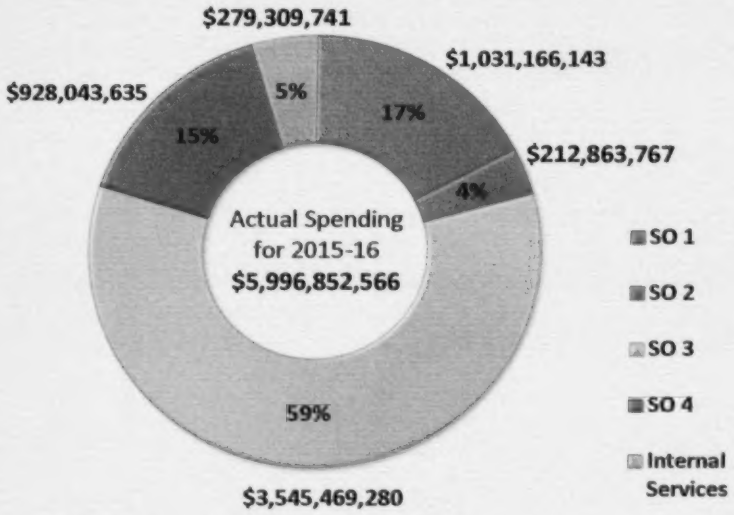
trilateral partnership with the United States and Mexico. Our continental prosperity agenda is now on a much better footing and trajectory.

Looking ahead, we are committed to building on our department's results to date. We have renewed and deepened our resolve to measure and demonstrate the impact that our activities are having on Canadians and in the world, focusing on the challenge of finding appropriate ways to measure our results and communicating them to Canadians. We remain committed to measuring our performance in a spirit of openness and transparency, so that we can direct our resources to those initiatives that are having the greatest positive impact and allow us to meet our commitments to Canadians.

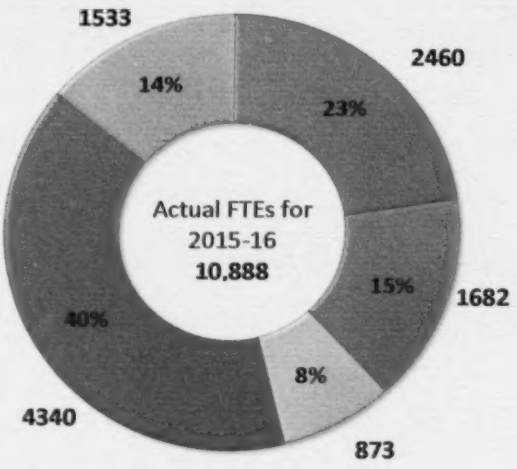
For more details on the department's work, we invite all Canadians to visit Global Affairs Canada's website.[i]

Results Highlights at a Glance

Departmental Spending by Strategic Outcome (SO)



Full Time Equivalents (FTEs) by Strategic Outcome



SO 1 - Canada's International Agenda

- **Over 600 projects** focused on increasing Canadian economic opportunities, strengthening security and democratic institutions, and building lasting relationships in the hemisphere.
- **584 Canada Fund for Local Initiatives projects** supported through 70 Canadian missions in 118 countries and the West Bank to promote Canadian priorities and values.

SO 2 - International Commercial and Consular Services for Canadians

- **19 agreements** concluded, signed, or ratified, including free trade, air transport, the expanded WTO Information Technology Agreement and foreign investment promotion and protection agreements.
- **109 new investment projects** representing $2.15 billion and 3,140 new jobs in Canada.
- **94% of Canadians** satisfied with routine consular services.

SO 3 - International Assistance and Poverty Alleviation

- **$3.5 billion** committed to advancing the health and rights of women and children over the period of 2015-2020.
- **76 million people** reached with emergency food and nutrition assistance in 57 countries.

SO 4 - Canada's Network Abroad

- **51 missions** received upgrades to electronic security systems to enhance the security and safety of personnel and assets abroad.
- **74% of mission partners and co-locators** indicated that common services were sustainably delivered and effectively managed.

Section I: Organizational Overview

On June 26, 2013, the Budget Implementation Act (Bill C-60) received royal assent, formalizing the amalgamation of the Canadian International Development Agency (CIDA) and Foreign Affairs and International Trade Canada (DFAIT) into Foreign Affairs, Trade and Development Canada (DFATD). The department's applied name was changed to Global Affairs Canada following the federal election in October 2015.

Organizational Profile

Appropriate Ministers: Stéphane Dion, Minister of Foreign Affairs; Chrystia Freeland, Minister of International Trade; and, Marie-Claude Bibeau, Minister of International Development and La Francophonie.

Institutional Heads: Ian Shugart, Deputy Minister of Foreign Affairs; Christine Hogan, Deputy Minister of International Trade; and, Peter Boehm, Deputy Minister of International Development.

Ministerial portfolio: Global Affairs Canada.

Enabling Instrument: *Department of Foreign Affairs, Trade and Development Act*, S.C. 2013, c. 33, s. 174.[ii]

Year of incorporation: 1909.

Organizational Context

Raison d'être

Under the leadership of the Minister of Foreign Affairs, the Minister of International Trade and the Minister of International Development and La Francophonie, Global Affairs Canada is responsible for conducting Canada's international relations, including foreign affairs, international trade and commerce, international development, consular services for Canadians, and the Government of Canada's global network of missions abroad.

Responsibilities

Global Affairs Canada's legal responsibilities are detailed in the 2013 Department of Foreign Affairs, Trade and Development Act and can be summarized as follows.

The department manages Canada's diplomatic and consular relations with foreign governments and international organizations, engaging and influencing international players to advance Canada's political and economic interests and to promote inclusive and accountable governance, peaceful pluralism, respect for diversity, gender equality, women's empowerment and human rights.

To improve and maintain market access for Canadian businesses, the department leads the negotiation of bilateral, plurilateral and multilateral trade agreements, as well as the management of international trade disputes within key resolution mechanisms. Global Affairs Canada also provides advice and services to help Canadian businesses succeed abroad, attracts foreign direct investment in Canada and supports international innovation, science and technology.

The department delivers consular services and travel information to Canadians. The department supports global peace and stability and addresses international security threats such as terrorism, transnational organized crime and the proliferation of weapons and materials of mass destruction.

To reduce global poverty and enhance prosperity and stability in the developing world, the department manages the majority of Canada's international assistance to deliver effective and sustainable development programming. The department also leads coordinated Canadian responses to crises and natural disasters abroad, including the provision of humanitarian assistance.

Global Affairs Canada develops and implements policy and programming based on analysis of available evidence, including through consultation and engagement with Canadians and its international stakeholders.

Global Affairs Canada also manages Canada's international platform – a global network of 177 missions in 109 countries that supports the international work of Global Affairs Canada and 34 partner departments, agencies and co-locators.

Strategic Outcomes and Program Alignment Architecture (PAA)

The structure of this DPR is aligned with that of Global Affairs Canada's integrated PAA. This PAA is aligned with the department's mandate and consists of four strategic outcomes (SOs) that are supported by nine programs. Internal Services support all programs.

Strategic Outcome 1 (SO 1): The international agenda is shaped to advance Canadian security, prosperity, interests and values.

- **Program 1.1: Integrated Foreign Affairs, Trade and Development Policy**
  - Sub-program 1.1.1: International Information and Analysis
  - Sub-program 1.1.2: International Policy Advice
- **Program 1.2: Diplomacy, Advocacy, and International Agreements**
  - Sub-program 1.2.1: Bilateral and Regional Diplomacy and Advocacy
  - Sub-program 1.2.2: Summitry and Multilateral Diplomacy and Advocacy
  - Sub-program 1.2.3: Assessed Contributions to International Organizations
  - Sub-program 1.2.4: Trade Agreements, Negotiations, Dispute Settlement and Controls

Strategic Outcome 2 (SO 2): Canadians are satisfied with commercial and consular services.

- **Program 2.1: International Commerce**
  - Sub-program 2.1.1: International Business Development through Promotion of Exports and Trade in Canada and Abroad
  - Sub-program 2.1.2: Foreign Direct Investment in Canada
  - Sub-program 2.1.3: International Innovation, Science and Technology
- **Program 2.2: Consular Services and Emergency Management**
  - Sub-program 2.2.1: Consular Assistance for Canadians
  - Sub-program 2.2.2: Emergency Preparedness and Response

Strategic Outcome 3 (SO 3): Poverty is reduced, and security and democracy are increased for those living in countries where Canada engages.

- **Program 3.1: International Security and Democratic Development**
  - Sub-program 3.1.1: International Security and Threat Reduction
  - Sub-program 3.1.2: Advancing Democracy, Human Rights, Freedom, and the Rule of Law
- **Program 3.2: International Development**
  - Sub-program 3.2.1: Sustainable Economic Growth
  - Sub-program 3.2.2: Children and Youth, including Maternal, Newborn and Child Health
  - Sub-program 3.2.3: Food Security
  - Sub-program 3.2.4: Multisector Assistance, Social Development, and Development Engagement
- **Program 3.3: International Humanitarian Assistance**
  - Sub-program 3.3.1: Humanitarian Programming
  - Sub-program 3.3.2: Partners for Humanitarian Assistance

Strategic Outcome 4 (SO 4): The department maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities.

- **Program 4.1: Mission Network Governance, Strategic Direction and Common Services**
  - Sub-program 4.1.1: Management of Common Services
  - Sub-program 4.1.2: Real Property
  - Sub-program 4.1.3: Security
  - Sub-program 4.1.4: Information Management/Information Technology
  - Sub-program 4.1.5: Locally Engaged Staff Supporting Other Government Departments
- **Program 4.2: Management of Government of Canada Terms and Conditions of Employment Abroad**
  - Sub-program 4.2.1: Administration of Foreign Service Directives
  - Sub-program 4.2.2: Administration of Locally Engaged Staff Pension, Insurance and Social Security Programs

Internal Services

Operating Environment and Risk Analysis

Global Affairs Canada manages a network of 177 missions in 109 countries, with over half of its personnel abroad working in countries facing significant risks. This requires the department to manage a range of risks, including threats from terrorism, cyberattacks and natural disasters.

Global Affairs Canada's 2015-16 Corporate Risk Profile (CRP) supported the management of four risks: Personal and Physical Security; Cyber Threats and Exfiltration of Information; Emergency Response and Business Continuity Planning; and Amalgamation. These risks were carried forward from the 2014-15 CRP, given their continued relevance to departmental operations.

Key Risks

Corporate Risk 1: Personal and Physical Security

Given the significant and frequent security incidents occurring in the world, managing risks to the personal and physical security of Global Affairs Canada's personnel, their dependents and mission visitors remained a top priority. Over the years, Canadian missions have faced significant security risks, including in the context of terrorist attacks (for example in 2015-16 in Ankara, Beirut, Brussels, Cairo, Kabul, Ouagadougou and Paris).

This corporate risk was assessed as being very likely to occur, with a high impact on departmental operations if it did occur. While security risks are a largely unavoidable factor affecting the department's operations, given its duty of care responsibilities to its employees, its tolerance of security risk was assessed as very low. This led to the development of additional risk mitigation initiatives to reduce the department's exposure to security risks.

Within the evolving and complex security environment, Global Affairs Canada has made significant progress in managing security risks, including through regular updates to and implementation of its Departmental Security Plan. Last year, the department created a dedicated mission security bureau to improve the management of security at missions. Baseline threat assessments have now been completed for over 170 missions, and the provision of timely operational and tactical threat information and analysis have continued.

The department's approach to training was improved, consistent with a new Policy on Personal Security Abroad Training.

The ongoing implementation of the Critical Infrastructure Protection Program helped ensure the timely delivery of security equipment and infrastructure projects to the mission network. The deployment of over 150 dedicated mission security professionals to high-risk missions over the past five years significantly improved the security posture of missions.

Corporate Risk 2: Cyber Threats and Exfiltration of Information

Global Affairs Canada faces unique cyber threats and exfiltration of information risks due to the global nature of its operations and the information it manages. The information technology (IT) system used to support Canada's international work is composed of 177 points of service in 109 countries. In several of these countries, departmental personnel operate in complex security environments that require a high degree of awareness of cyber threats and exfiltration of information risks.

The number and severity of IT threats, vulnerabilities and incidents have increased in recent years. The loss or compromise of sensitive information could have far-reaching consequences for government operations and international relations, including Canada's. This risk was

assessed by senior management as very likely to occur and high in terms of its impact. They also assessed that this level of risk was beyond the department's tolerance and, therefore, recommended further action in 2015-16 to reduce this risk.

Working with its partners, including Shared Services Canada, the department improved its understanding of information management/information technology (IM/IT) security threats and vulnerabilities over the past year. Employee awareness of IM/IT risks was improved, and further steps were taken to reinforce the systems and facilities that process sensitive information.

The department also continued to strengthen IM/IT safeguards appropriate for the threat environment through upgrades to its electronic network, physical protection of documents, and infrastructure to support secure discussions of sensitive issues.

Corporate Risk 3: Emergency Response and Business Continuity Planning

In the face of international emergencies, such as a significant natural disaster or security situation, Global Affairs Canada's mandate requires the maintenance of business operations and the continuity of consular services to Canadians abroad. The risk to business continuity and effective responses to emergencies was assessed as high by senior management, with the likelihood evaluated as very likely and the impact as moderate should the risk occur.

In recent years, the department significantly improved its capacities to respond to risks associated with emergencies and crises abroad. For example, the Emergency Watch and Response Centre and the Regional Emergency Management Offices, along with an improved surge capacity through the Standing Rapid Deployment Team, have supported the ability of missions to continue operations during crises.

Global Affairs Canada continued to lead the government's response to international emergencies, and convened Interdepartmental Task Forces to respond to 14 crises in 2015-16. A number of joint emergency management training exercises with partners were held throughout the year. Training was improved through the Leadership in Emergency Management course and the revision of the main Emergency Management courses to incorporate new policies and tools. The department's work on emergency preparedness ensured Canadians (and Canadian partners) were aware of key safety tools, such as the Travel Advisory and the Registration of Canadians Abroad systems. These are designed so that Canadians can obtain timely and accurate information on how best to ensure their safety and security while travelling abroad.

Corporate Risk 4: Amalgamation

The amalgamation of the former DFAIT and former CIDA in 2013 was the single most significant transformation experience for Global Affairs Canada over the past few years. While not assessed as a risk critical to the department's mandate, amalgamation did present risks associated with the integration of corporate systems and the adaptation of employees to new roles and responsibilities. Because of the department-wide scope of this risk, it was decided that this risk would be retained for monitoring at a corporate level for 2015-16.

In response to this risk, a comprehensive Change Management Plan was implemented to facilitate departmental integration, establish new organizational and governance structures, and align security procedures at headquarters. The first two years of the amalgamation process were reviewed by an independent third-party in June 2015 and deemed highly successful. The review found that new governance structures were working well, the effectiveness of operations was maintained or improved, efficiencies were found through elimination of duplicate functions, policy coherence had improved, and responses to crises were well integrated. Focus going

forward will be on enhancing collaboration across departmental streams, strengthening a shared organizational culture.

Key Risks Table

Corporate Risk 1: Personal and Physical Security (2015-16 Report on Plans and Priorities)	**Link to the Organization's Programs: All programs**
Operating in complex and challenging security environments abroad may affect the security of Canadian personnel, dependents, Locally Engaged Staff and mission visitors.	
Risk Response Strategies	
Key Strategy Outcomes: A survey of Corporate Risk 1 stakeholders noted that the risk response strategy had provided an improved understanding of the department's threats and vulnerabilities and improvements in security management capabilities. **Key Strategy Components** (from 2015-16 Report on Plans and Priorities): • The Departmental Security Plan, which is aligned with the CRP and articulates security management priorities and risk responses, was updated and implemented. • The Security Information Management System, which manages and shares security information between missions and security stakeholders, was launched. • Strategic baseline threat assessments, which analyze the security situation at missions, were completed for over 170 missions. • To date, over 150 mission security professionals have been deployed to high-risk missions. • The security governance framework, which establishes the roles, responsibilities and accountabilities of Global Affairs Canada's stakeholders for security, is being revised to ensure greater effectiveness. • A corporate strategic learning plan on security for the department is being developed based on the assessment of security-related training needs, including a new process to track the implementation of inspection recommendations. • Work continued to finalize security standards for missions, including physical security requirements for priority missions and projects. • The Critical Infrastructure Protection Program continued to be implemented, determining future physical security workforce and resource requirements. • Funding was secured to complete and implement the Hazard Prevention Program, which will enhance the health and safety of staff in the workplace.	
Corporate Risk 2: Cyber Threats and Exfiltration of Information (2015-16 Report on Plans and Priorities)	**Link to the Organization's Programs: All programs**
A cyberattack, exfiltration of information or limitations of government-wide systems could result in a breach of information held by the Government of Canada, leading to denial of service and creating a perception that Global Affairs Canada is not to be trusted with sensitive information.	
Risk Response Strategies	
Key Strategy Outcomes: A survey of Corporate Risk 2 stakeholders noted that the risk response strategy provided an effective framework for establishing information management and technology security plans and monitoring and reporting results.	

Key Strategy Components (from 2015-16 Report on Plans and Priorities):

- The physical security of facilities processing classified information was enhanced.
- Work continued with Shared Services Canada to ensure a risk-based approach to maintaining and improving Global Affairs Canada's portion of the Information Technology Security Framework.
- An outreach action plan to improve employee awareness of IT security risks was developed and implemented, based on the assessment of security-related training needs.
- The development and maintenance of information management instruments and IT solutions continued to improve the department's ability to better manage and protect sensitive information.
- Computer network defence continued to be reinforced through prioritizing and accelerating security patching of vulnerable applications.
- Work continued to upgrade the systems for transmitting sensitive information among Canadian missions abroad.

Corporate Risk 3: Emergency Response and Business Continuity Planning (2015-16 Report on Plans and Priorities)	**Link to the Organization's Programs: All programs**

A significant natural disaster, emergency event, or hostile actions at missions and/or headquarters could disrupt departmental operations on a corporate-wide scale.

Risk Response Strategies

Key Strategy Outcomes: A survey of Corporate Risk 3 stakeholders noted that the risk response strategy had improved emergency management personnel capabilities, provided an effective framework for establishing plans and monitoring and reporting results, and enabled a coordinated response to emergencies.

Key Strategy Components (from 2015-16 Report on Plans and Priorities):

- A "role specific" Emergency Management training program was developed and a plan put in place to ensure the recurring delivery of Emergency Management courses.
- Work continued with like-minded countries and stakeholders on joint emergency exercises and training initiatives to improve mission emergency coordination, planning and responses.
- Funding was sought for Standing Rapid Deployment Teams of trained emergency personnel from headquarters and missions to increase surge capacity abroad during emergencies.
- The development of the International Emergency Response Framework continues to be consulted interdepartmentally to help clarify roles and responsibilities in managing international crises.
- Development of Global Affairs Canada's Business Continuity Plan continued within the headquarters.
- Simulation exercises at missions were conducted on humanitarian responses in the event of a crisis to build response capacities and complement existing humanitarian training.

Corporate Risk 4: Amalgamation (2015-16 Report on Plans and Priorities)	**Link to the Organization's Programs: All programs**

Following amalgamation, a lack of integrated finance, human resources and information systems and processes, as well as challenges in developing a new corporate culture and adapting to new roles and responsibilities, could affect the department's effectiveness.

Risk Response Strategies

Key Strategy Outcomes: Corporate Risk 4 stakeholders reported that a new organizational and corporate governance structure had been implemented and that physical and operational security procedures at headquarters were now aligned.

Key Strategy Components (from 2015-16 Report on Plans and Priorities):

- A detailed amalgamation Change Management Plan was implemented and monitored by the department's Corporate Management Committee.
- Corporate governance was strengthened through enhanced connectivity between committees.
- Physical and operational security procedures at headquarters were aligned with the department's new organizational structure.
- A new Human Resources Strategy was implemented to build a more integrated post-amalgamation workforce that is diverse, nimble, flexible and able to deliver on the government's priorities.
- Policy and program coherence between trade, development and diplomacy priorities was actively promoted and integration of geographic and policy priorities improved.
- Steps were taken to ensure that financial and administrative systems are better aligned and meet the operational needs of users.
- A fresh narrative on the integration of Global Affairs Canada was developed, supported by a renewed communications strategy for employees, Canadians and international stakeholders.

Organizational Priorities

This section presents the significant and tangible results achieved against the six organizational priorities identified in Global Affairs Canada's 2015-16 Report on Plans and Priorities, as well as new priorities that emerged following the federal election in October 2015.[1] Global Affairs Canada's priorities are aligned with and support government-wide horizontal activities and initiatives.

1) Contribute to inclusive Canadian and global economic prosperity with an emphasis on expanding and diversifying commercial relationships with large, fast-growing markets, such as China and India, and traditional partners.

Description: Active promotion of international trade and investment is essential to advancing Canada's prosperity and competitiveness and supporting more inclusive global economic growth. With international trade accounting for about 60 percent of Canada's annual gross domestic product and one in five Canadian jobs linked to exports, expanding and deepening Canada's trade and investment relationships creates new opportunities for Canadian businesses. *This priority is aligned to Strategic Outcomes 1, 2 and 3.*

Priority Type[2]: Ongoing priority in support of the government's mandate.

Summary of Progress:

Support for international trade remained central to the government's efforts to enhance Canadian economic prosperity over the past year. All plans aligned with this priority were fully achieved.

Global Affairs Canada enhanced the ability of Canadian firms to conduct business in priority markets through the negotiation and implementation of a range of trade agreements. In February 2016, the Minister of International Trade announced the completion of the legal review of the text of the Canada-European Union (EU) Comprehensive Economic and Trade Agreement (CETA), a major milestone in the CETA implementation process, which is required prior to signature and ratification of the agreement. Global Affairs Canada promoted and continues to promote the broad and inclusive benefits of CETA with Canadian and EU government officials, parliamentarians, businesses, and civil society. Once in force, CETA will improve access for Canadian business to the EU, the world's largest market and Canada's second-largest trading partner.

The Canada-Korea Free Trade Agreement (FTA) entered into force in January 2015. Global Affairs Canada continued to support the implementation and promotion of the agreement which supported growth in key export sectors, including agriculture, and fish and seafood. Following the conclusion of negotiations for the Canada-Ukraine FTA (July 2015), and the modernization of the Canada-Israel (July 2015), and Canada-Chile FTAs (April 2015), Global

1 - The titles and descriptions of the priorities presented in this document have been updated to reflect the original commitments made in the 2015-16 Report on Plans and Priorities (RPP), as well as the new priorities established by the Government following the October 2015 election and included in the 2016-17 RPP.

2 - Priorities are defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the RPP or the DPR. Priorities are also defined as either supporting a government mandate or a departmental commitment (included in Mandate letters) and aligned to or supporting a government-wide horizontal activity or a specific horizontal initiative.

Affairs Canada worked with its trading partners to move towards implementation of the agreements.

The Trans-Pacific Partnership (TPP) was signed in February 2016. The Minister of International Trade and the Parliamentary Secretary to the Minister of International Trade have engaged with representatives of the provinces and territories, Indigenous groups, academics, civil society organizations, farmers, businesses, labour unions, students, and citizens to ensure full debate on the impact of Canada's potential participation in the TPP.

The World Trade Organization (WTO) continued to be a priority for Canada. In addition to Canada's regular work in the various WTO committees, important progress on new market access opportunities for Canadian exporters was achieved. This included the conclusion of negotiations on an expanded Information Technology Agreement, accessions to the Agreement on Government Procurement and progress towards an Environmental Goods Agreement. In addition, Canadian commercial interests were defended through the WTO's dispute settlement system, including a successful resolution of the Country of Origin Labelling dispute with the United States.

To deepen its commitment to managing natural resources sustainably, Global Affairs Canada worked within the Organisation for Economic Co-operation and Development to successfully advocate for more favourable financing conditions for smart grid (clean technology) exports, as well as the acceptance of restrictions on export credit financing for coal-fired electricity generation.

Science, technology and innovation partnerships were expanded with priority countries, including Brazil, China, Germany, India, and South Korea. A partnership with the National Research Council facilitated the participation of Canadian companies within the global value chains of European multinational companies.

Foreign investment promotion and protection agreements (FIPAs) entered into force with Serbia and Côte d'Ivoire, and were signed with Hong Kong, Burkina Faso and Guinea. FIPA negotiations were concluded with Albania, Kosovo, and Mongolia, and negotiations advanced with nine countries: Democratic Republic of the Congo, Gabon, India, Macedonia, Mauritania, Mozambique, Rwanda, Tunisia and the United Arab Emirates. Air transport agreements (ATAs) were signed with Trinidad and Tobago and ratified with Israel and Mexico. Amendments to existing ATAs were concluded with Australia, China, and Cuba.

Recognizing that prosperity is advanced by foreign investment in Canada, the department supported the facilitation, expansion and retention of foreign direct investment, as measured by the number of successful foreign direct investments facilitated by the Trade Commissioner Service. For a fifth year in a row, this program exceeded its target of 100 investments, with 109 greenfield/expansion investment projects, representing $2.15 billion in announced projects and an estimated 3,140 new jobs in Canada.

The Minister of International Trade and the Chair of the Council of Ministers of Education launched the new EduCanada brand in February 2016, a key component of Canada's International Education Strategy. The Trade Commissioner Service provided more than 4,500 services to over 1,000 education sector clients and organized more than 238 education events.

The department supported the implementation of Canada's Defence Procurement Strategy, launched in February 2014, by providing market information to Innovation, Science and

Economic Development Canada for its evaluation of the export component of defence procurement bids.

To attract and expand Chinese investment in Canada, Global Affairs Canada conducted investment outreach missions across China and worked with Natural Resources Canada and provincial and territorial partners on Canada Mineral Investment Forums hosted in Beijing and Toronto. Investment in Canada was encouraged through Hong Kong's "Talking Economics" series, which featured the heads of Canada's major pension funds. In 2015, Chinese interests in Canada diversified to include major investments in the real estate and entertainment, automotive and aviation, transport and construction sectors.

Canada's commercial relations with Africa were enhanced through focused engagement with select countries at key trade-related events, such as the convention of the Prospectors and Developers Association of Canada, African Mining Indaba, and the Africa Energy Forum. Canadian engagement included co-organizing commercial events in French, targeting African members of La Francophonie, as well as Global Affairs Canada-led seminars promoting business-to-business connections and the sharing of best practices among academic, business and government leaders.

Canada worked to improve the investment climate in Latin America through support for macro-economic management projects, including the Central America, Panama and the Dominican Republic Regional Technical Assistance Center, operated by the International Monetary Fund. Technical assistance was provided in public finance, banking sector reform, and economic management, resulting in notable progress by member countries in customs efficiency and fiscal intelligence.

The Trade Commissioner Service enhanced the ability of Canadian firms to conduct business in priority markets through dedicated on-the-ground services offered by trade commissioners in the Canadian Regional Network. This year, 13 percent of these services to Canadian businesses were focused on providing export advice and guidance to help them conduct business or expand in priority markets, specifically China, India and Brazil.

2) Expand Canada's engagement in the hemisphere and reinforce Canada's relations with the United States and key bilateral partners to advance Canadian interests.

Description: The United States is Canada's closest ally and most important economic and security partner. Reinforcing this relationship, as well as the trilateral relationship with the United States and Mexico, to enhance security cooperation, improve joint environmental stewardship, and reduce trade impediments is critical to Canada's long-term success. Canada also recognizes the need to work with other key bilateral partners, both traditional allies and new strategic partners, to advance Canadian interests in a dynamic geopolitical context. *This priority is aligned to Strategic Outcomes 1, 2 and 3.*

Priority Type: Ongoing priority in support of a departmental commitment.

Summary of Progress:

Over the past year, Canada renewed its commitment to its strategic relationship with the United States. All plans aligned with this priority were fully achieved.

The successful visit of Prime Minister Trudeau to Washington, D.C., in March 2016 was an important indicator of the renewal of Canada's most important bilateral relationship. The U.S.-Canada Joint Statement on Climate, Energy, and Arctic Leadership issued by Prime Minister

Trudeau and President Obama set ambitious goals for domestic and international climate action, clean energy, Indigenous science and traditional knowledge, and Arctic communities.

Global Affairs Canada facilitated bilateral trade through the implementation of requirements for Canada's Single Window Initiative, under the Canada-U.S. Beyond the Border Action Plan.[iii] The department supported the management and promotion of Canada-U.S. border security, border infrastructure, and advocacy in support of the Gordie Howe International Bridge project.

Through its mission network in the United States, the department promoted Canada as a responsible natural resource developer, energy partner, along with our wider energy and environmental interests. An advocacy campaign was launched in January 2016 to foster bilateral collaboration on environment and energy issues, highlight Canada's commitment to addressing climate change, and promote Canada's clean technology capabilities. Global Affairs Canada advanced the accomplishments of Paris at COP21 through the North American Foreign Ministers' Meeting, and together with the U.S. and Mexico, set the stage for an ambitious North American Climate, Clean Energy and Environment Partnership. Environmental stewardship was advanced through joint management of shared waters, including securing funding of $19.5 million over five years to protect boundary and transboundary waters.

Canada-U.S. commercial relations continued to be strong in 2015-16 through Canadian trade commissioner support for innovation and foreign investment, contributing to 28 greenfield and expansion investments by U.S. investors in Canada, producing 681 jobs, and stimulating over $50 million in investment.

The Trade Commissioner Service enhanced the ability of Canadian firms to conduct business in key bilateral partners' markets through dedicated on-the-ground services offered by trade commissioners in the Canadian Regional Network. This year, 31 percent of these services to Canadian businesses were focused on providing export advice and guidance to help them conduct business in the U.S. and Mexico.

Canada, the United States and Mexico finalized the 2016 North American Competitiveness Work Plan to enhance trilateral actions to address trade barriers, for example, through border facilitation, standards alignment and patent prosecution. The three countries also agreed to enhance cooperation to address climate change through the use of clean technology.

Over the past year, Canada fostered relationships in the Americas and supported capacity-building in the areas of democratic development, security and defence, including:

- over 600 projects focused on increasing Canadian and hemispheric economic opportunities, strengthening security and improving democratic institutions;
- negotiation of a Joint Declaration on Partnership with the Pacific Alliance,[3] with projects totaling $21.7 million announced to support trade and development objectives;
- the deployment of up to 90 police officers to the United Nations Stabilization Mission in Haiti and the Haitian National Police, Canada's largest UN deployment; and
- conclusion of an Industrial Security Arrangement and a Civil Aviation Memorandum of Understanding with Brazil to enhance commercial exchanges in the public procurement sector and facilitate the setting of aviation standards across the region.

3 - The Pacific Alliance is a regional integration initiative created in 2011 by Chile, Colombia, Mexico and Peru that seeks the free movement of goods, services, capital and people. Canada became the first non-Latin American observer to the Pacific Alliance in 2012.

Over the past year, Canada promoted regional development and security through economic and security system reforms in the Caribbean and Central America. For example, the Anti-Crime Capacity Building Program funded various projects to counter drug trafficking in Central America, strengthening anti-money laundering systems and improving maritime security. Also, the mobilization of tax revenues in Haiti was supported to increase its capacity to generate tax revenues, fight fraud and modernize taxpayer registration, resulting in an increase of over 10 percent in Haiti's customs revenue.

Global Affairs Canada supported countries facing the threat of transnational organized crime through security system reform in the "Northern Triangle" of Central America (El Salvador Guatemala and Honduras). In the Americas, more than $2.6 million in Canada Fund for Local Initiatives (CFLI) funding was provided to support 124 projects in 27 countries to promote freedom and human rights.

Canada maintained close relationships with European countries and the EU, including through the Canada-EU Strategic Partnership Agreement, designed to improve bilateral cooperation on a wide range of issues, such as international peace and security and promotion of human rights. In Eastern Europe and Eurasia, over 100 small grants totalling $1.4 million were delivered through the CFLI-supported civil society organizations aimed at promoting human rights, including women's rights; lesbian, gay, bisexual, transgender, and intersex rights; and freedom of the press.

In the Middle East and North Africa, Canada employed its diplomatic, trade and development capacities to promote peace, stability and economic opportunity in the region. For example, support was provided to Tunisia in consolidating democracy, including strengthened political decentralization and enhanced women's participation in the political process, as part of a $1.1-million project funded by the department's International Peace and Security Fund.

In sub-Saharan Africa, Canada strengthened its bilateral relations, fostered stable, predictable and transparent business environments for Canadian companies, enhanced peace and security, and supported development. For example, Canada provided ongoing support for the peace process in South Sudan and Mali through diplomacy, development projects, and humanitarian assistance. Canada also ensured high-level engagement with regional partners and the African Union to address security, governance and humanitarian situations, such as those in Burundi and in Somalia.

3) Increase Canada's economic and political engagement in Asia.

Description: Given the dramatic growth of Asian economies and the increasing engagement of Asian states in global governance, Canada is expanding its political, economic, security and governance relationships in the region. Canada is working to improve the access of Canadian businesses to Asian markets and leverage Canada's bilateral and multilateral relationships to advance Canada's interests and values on a range of regional and global issues. *This priority is aligned to Strategic Outcomes 1, 2 and 3.*

Priority Type: Previously committed priority in support of a departmental commitment.

Summary of Progress:

Over the past year, Canada worked with global, regional and local partners toward three goals: building partnerships, providing development assistance, and strengthening economic engagement. All plans aligned with this priority were fully achieved.

The department supported more than 25 outgoing high-level visits to China, including the premiers of British Columbia, Nova Scotia and Ontario and the mayors of Montréal, Ottawa and Vancouver. Many of these visits included Canadian business leaders, and resulted in commercial agreements worth billions of dollars. The Canada-China Air Transport Agreement was expanded to facilitate air links to support bilateral trade and to strengthen people-to-people ties.

Canada and China also held several high-level dialogues, including political-security consultations and a first counterterrorism dialogue. To advance judicial reform, the department facilitated visits by Canadian judges and issued joint statements with like-minded countries on growing concerns over the Chinese government's commitment to the rule of law and basic human rights.

Through support for grassroots women's rights organizations and consultations with Chinese counterparts, Global Affairs Canada was able to influence the drafting of China's landmark national law on domestic violence, approved in December 2015, which will now allow domestic violence cases to be heard in the Chinese court system.

Over the past year, Canada strengthened its strategic, political, economic and security relationship with India through the signature of Memorandums of Understanding on education, technology, software and agriculture, and efforts to advance the Canada-India Comprehensive Economic Partnership Agreement negotiations. A visit to India by Canadian business leaders led by the premiers of Ontario and Prince Edward Island, resulted in the signing of 65 agreements valued at $250 million.

The rights of vulnerable groups in Southeast Asia were supported through livelihood and vocational training for the poor, with a focus on women. The effectiveness and transparency of public administration, auditing and national statistics offices was improved by providing Canadian expertise to public administrators in ten African and Asian countries, including Ghana, Malawi, Tanzania, Indonesia, the Philippines and Vietnam.

Canada hosted the second annual Canada-Korea Strategic Dialogue to deepen cooperation in areas such as commercial relations, forestry, transportation, international development, humanitarian assistance, disaster response, and innovation. In Taiwan, Global Affairs Canada helped bring together leaders of major Canadian cities meeting with 90 Taiwanese business and investment leaders. Canada hosted the 11th Canada-Taiwan Economic Consultations to deepen trade and investment ties and resolve market access issues, notably for beef.

In Ottawa, on February 12, 2016, a joint statement was issued by Minister Dion and his Japanese counterpart reaffirming Canada and Japan's strong bilateral relationship and commitment to build on shared values and a common vision for a more prosperous and peaceful world. The department also organized the 13th annual Canada-Japan Symposium on Peace and Security Cooperation in November 2015 to strengthen and expand collaboration on peace and security issues.

Enhanced trade relations were also pursued with Japan in the context of the TPP and the bilateral Economic Partnership Agreement negotiations. In December 2015, officials at the Embassy of Canada to Japan facilitated the signing of a new partnership agreement to enhance research collaboration in the areas of subatomic physics, accelerator science, and materials science.

In the past year, Global Affairs Canada expanded relations with members of the Association of Southeast Asian Nations (ASEAN). Canada appointed its first ambassador to ASEAN and opened

new offices in Cambodia and Laos, ensuring Canadian diplomatic representation in all 10 ASEAN countries. Canada continued to pursue membership in the East Asia Summit and ASEAN Defence Ministers' Meeting-Plus through engagement with bilateral and regional partners. The department contributed to a successful Asia-Pacific Economic Cooperation (APEC) Economic Leaders' meeting in Manila, Philippines, which presented a new vision for sustainable, inclusive development across the Asia-Pacific region. At APEC, Canada announced a contribution of $4.74 million to support the development of micro-, small- and medium-sized enterprises and $12.9 million over five years to help increase the competitiveness and productivity of Vietnamese agricultural cooperatives.

4) Advance Canada's values and interests, including promotion of democracy, respect for human rights and effective global governance, through leadership and constructive engagement on key global issues with strategic partners, including at the UN and other multilateral institutions, such as l'Organisation internationale de la Francophonie.

Description: The rapid pace of change and the interdependency of international actors require constructive international engagement to manage effectively a range of complex global issues. Canada's values and interests are best advanced within a framework of effective global governance and a rules-based international system. Promotion and protection of human rights and the rule of law and encouraging inclusive and accountable governance are central to Canadian foreign policy. Canada provides international leadership in response to a range of international challenges through its engagement with a wide range of strategic Canadian and international partners, including at the UN and other multilateral institutions. *This priority is aligned with Strategic Outcomes 1, 2 and 3.*

Priority type: Ongoing priority in support of the government's mandate.

Summary of Progress:

Over the past year, Canada promoted values of respect for human rights, democracy, peaceful pluralism, and inclusive and accountable governance through cooperation with a wide range of Canadian and international partners, including at the United Nations and other multilateral institutions, such as the Commonwealth Secretariat and l'Organisation internationale de la Francophonie. Significant progress was made on all plans aligned with this priority.

UN Secretary-General Ban Ki-moon's visit to Canada in February 2016 underscored Canada's renewed commitment to multilateralism, its leadership at the UN and its readiness to play an active role in shaping a more peaceful, equitable, pluralistic and prosperous world. Canadian action on issues of priority to the UN was also showcased, including its implementation of the 2030 Agenda for Sustainable Development and its focus on climate change, refugees and displacement, women and girls, international peace and security, and humanitarian assistance.

Global Affairs Canada supported progress through participation in a number of multilateral forums, including the United Nations Sustainable Development Summit, which led to the adoption of the 2030 Agenda for Sustainable Development, and the UN General Assembly, where Canadian officials participated in negotiating more than 300 resolutions.

At a meeting with the United Nations High Commissioner for Human Rights in February 2016, the Minister of Foreign Affairs reaffirmed Canada's commitment to promoting human rights, including support for the Office of the United Nations High Commissioner for Human Rights through a contribution of $15 million over the next three years in new core funding. Together with the Minister of Justice and Attorney General of Canada, Minister Dion affirmed that the

Government of Canada opposes the use of the death penalty in all cases and would therefore undertake clemency intervention in all cases of Canadians facing execution.

Canadian leadership at the 2015 Commonwealth Heads of Government Meeting in Malta and the 2015 Ministerial Conference of La Francophonie in Armenia, helped to advance work on issues such as climate change, the health and rights of women and children, the prevention of child, early and forced marriage, and sustainable development.

The department supported Canada's new commitment to addressing climate change, sustainable development, and the promotion of clean sustainable growth. This included supporting Canada's leadership at the 2015 UN Climate Conference, and the related adoption of the Paris Agreement, a comprehensive new global climate change agreement.

Canada also helped to shape successful outcomes related to climate change and sustainable development at the United Nations Sustainable Development Summit 2015, the Sustainable Innovation Forum 2015, and the World Economic Forum Annual Meeting 2016 in Davos-Klosters, Switzerland.

Over the past year, initiatives to advance democracy, inclusive and accountable governance, peaceful pluralism and respect for diversity and human rights, including the rights of women and refugees included:

- leading on the adoption, in June 2015, in the UN Human Rights Council of a ground-breaking resolution on Eliminating Violence against Women;
- the adoption of the Canadian-led annual resolution on the Situation of Human Rights in Iran by the UN General Assembly in December 2015;
- co-sponsoring of a UN General Assembly resolution on human rights violations in North Korea and a UN Security Council Resolution to impose tighter sanctions on North Korea;
- providing recommendations on human rights issues, ranging from access to justice to protection of minorities, as well as inclusivity and non-discrimination, to all 42 member states reviewed during three sessions of the UN Human Rights Council Universal Periodic Review;
- chairing the Community of Democracies' Working Group on Enabling and Protecting Civil Society to proactively strengthen the international democratic norms and practices;
- establishing and chairing the International Contact Group on Freedom of Religion or Belief, which complemented Canada's advocacy, outreach and programming efforts to advance freedom of religion or belief and the protection of rights of communities; and
- supporting Internet freedom through its work with the Freedom Online Coalition and its strategic review process.

Canada advanced the health and rights of women and children, committing $3.5 billion between 2015 and 2020, including for closing existing gaps in sexual and reproductive health care and services. The government sought to leverage the expertise of its Canadian development partners through a call for proposals on Partnerships for Strengthening Maternal, Newborn and Child Health, in addition to supporting cutting-edge innovation through its support for Grand Challenges Canada.

Through UN diplomatic initiatives, such as the Group of Friends on Children in Armed Conflict, and Group of Friends on Women, Peace and Security, Canada supported UN efforts to strengthen its zero-tolerance policy on sexual exploitation and abuse. At the 32nd International Conference of the Red Cross and Red Crescent Movement in December 2015, Canada drew attention to the issue of sexual and gender-based violence and the need for improved

accountability to victims and survivors. Canada also presented a pledge on behalf of La Francophonie to prevent sexual and gender-based violence in armed conflicts and crisis situations, as well as a separate pledge to address the problems faced by children in situations of armed conflict, including through engagement at the UN and through our programming.[4]

Through a combination of advocacy, training, civil-society engagement and, in some cases, investigative efforts, Canada helped reinforce legal frameworks and judicial capacity to confront sexual and gender-based violence and child, early and forced marriage in Afghanistan, Bangladesh, Bosnia, Burma, Chad, Ethiopia, Ghana, Iraq, Jordan, Lebanon, Niger, Somalia, Tanzania, and Togo.

Over the past year, Canada mobilized broad international support to end child, early and forced marriage (CEFM) in developing countries and allocated more than $40 million in new Canadian programming support. Canada's leadership in multilateral forums and advocacy initiatives raised awareness and generated commitments for action, such as:

- inclusion of a target to end CEFM in the 2030 Agenda for Sustainable Development;
- adoption by consensus of the first substantive CEFM resolution at the UN Human Rights Council; and
- commitment for action by Commonwealth Heads of Government in November 2015.

Canada continued to advocate for strengthened effectiveness and more accountable governance of global institutions. Canada encouraged institutional reforms of the Commonwealth to improve accountability, financial stewardship, transparency and results-based planning. Voluntary funding provided by Canada to the Commonwealth was realigned toward projects supporting Canada's international priorities, such as respect for human rights, sustainable economic development, and efforts to end CEFM.

In the aftermath of the Ebola epidemic, Canada supported reform efforts at the World Health Organization with a view to strengthening the organization's leadership and coordination role, technical capacities and crisis management expertise in future health emergencies.

Canadian values and interests in the Arctic were advanced throughout Canada's chairmanship of the Arctic Council from 2013 to 2015, including at the Iqaluit Ministerial Meeting in April 2015. During its chairmanship, Canada advanced initiatives, such as the reduction of black carbon and methane emissions, the prevention of marine oil pollution, addressing mental health and wellness in Northern communities, and the creation of the Arctic Economic Council, a circumpolar business forum to promote sustainable economic development in the North.

5) Implement Canada's development agenda to reduce global poverty and provide humanitarian assistance.

Description: International assistance remains a vital part of Canada's response to the ambitious new global agenda set through the 2030 Agenda for Sustainable Development to end extreme poverty, fight inequality and injustice, and effectively address environmental degradation and climate change. New approaches will be required to meet basic needs and build resilience among the world's poorest and most vulnerable, including in fragile and conflict-affected states. Canada also recognizes that humanitarian assistance is especially important for people affected

4 - While the formal outcome of the International Conference of the Red Cross and Red Crescent are resolutions, conference members may also submit voluntary pledges to undertake specific actions, individually or in partnership with other members or observers, that complement the resolutions.

by natural disasters, conflict or acute food insecurity in developing countries. *This priority is aligned with Strategic Outcomes 1 and 3.*

Priority type: Ongoing priority in support of a departmental commitment.

Summary of Progress:

Over the past year, Canada's international assistance responded to development challenges and humanitarian crises. Significant progress was made on plans aligned with this priority.

Canada adopted the 2030 Agenda for Sustainable Development in September 2015. The 2030 Agenda builds on the 2015 Millennium Development Goals, is supported by all UN states, and focuses on the eradication of extreme poverty through a framework of 17 sustainable development goals, including achieving gender equality and empowering women and girls (Goal 5), taking action to combat climate change (Goal 13), and promoting peaceful and inclusive societies for sustainable development (Goal 16).

Canada is committed to eradicating poverty by 2030 and "leaving no one behind". Consultations with Canadians, as well as development and humanitarian partners through 2016 will help Canada establish an international assistance policy and funding framework focused on helping the poorest and most vulnerable, especially women and youth, and supporting fragile states, in line with the 2030 Agenda.

In November 2015, Prime Minister Trudeau announced a historic commitment of $2.65 billion over five years in climate finance to support the poorest and most vulnerable countries in adapting to the adverse effects of climate change, deploying renewable energy technologies and managing risks related to severe weather events.

As part of Canada's $1.6 billion comprehensive three-year strategy to address the impact of the crises in Syria and Iraq, $1.1 billion was committed to humanitarian and development assistance. This includes $840 million to address the humanitarian needs of people affected by these ongoing conflicts, and $270 million to address longer-term development priorities in countries hosting refugees, such as Jordan and Lebanon.

Canada initiated a feminist approach in its international assistance, putting the empowerment of women and girls the protection of their rights and the achievement of gender equality at the heart of our efforts to advance peace, prosperity, and sustainable development. Women and girls are powerful agents of change in their communities' development provided that they live free of discrimination and have access to equal opportunities as men and boys to realize their potential. Canada committed $3.5 billion between 2015 and 2020 to support the health and rights of women and children, including closing existing gaps in sexual and reproductive health care and services. This included $220 million to the Global Financing Facility, which is a key financing platform in support for the UN Every Woman Every Child Global Strategy for Women's, Children's and Adolescents' Health. With Canada's support, Gavi, the Vaccine Alliance, has immunized more than 580 million children, preventing 8 million deaths since its inception in 2000, including 65 million in 2015.

Canada worked to improve the quality, accessibility and equitable delivery of basic education services and enhanced retention rates at the primary level. For example, in Colombia, a project with Save the Children Canada and the Norwegian Refugee Council improved access to and quality of education for 10,719 girls, boys and youth in the conflict-affected departments of Nariño and Cauca. The project also helped 16,547 boys, girls, and adolescents join the public school system.

In advancing child protection, Canada's support for the UN "Children, Not Soldiers" campaign mobilized political support and provided assistance to governments to ensure that state-armed and security forces would not include children. This led to the signing of three new actions plans and the endorsement of roadmaps to accelerate action in Afghanistan and the Democratic Republic of the Congo.

Building upon Canadian expertise in agri-food and climate-smart agriculture, the department worked to increase food security and foster sustainable agriculture development. Through support for the International Fund for Agricultural Development and the Global Agriculture and Food Security Program, millions of smallholder farmers in the world's poorest countries received agricultural inputs and technical training to boost their agricultural productivity and improve their access to markets.

As part of its Sustainable Economic Growth Strategy, Canada focused on building economic foundations in developing countries, growing businesses and investing in people. In northern Nicaragua, the Rural Electrification Project has provided electrification services to 13,932 people in 59 communities since January 2015, with business development services and access to credit to be provided to 108 small rural enterprises, of which 60 percent are run by women. Canada also worked through the new Global Infrastructure Facility, development banks, and other donors to promote innovative finance mechanisms and make complex development infrastructure projects more attractive to institutional investors, including banks, insurance companies, and pension funds.

In March 2016, Canada was elected as Chair of the Board for the International Aid Transparency Initiative, which works to improve the transparency of development cooperation. Canada improved its own publication of data on development assistance activities, achieving a score of 76.3 percent in the 2016 Aid Transparency Index (ranking 12th in a list of 46 donors), up from 46 percent in 2012.

The department increased the engagement of Canadian women, men and youth in international development and provided them with opportunities to share knowledge about poverty reduction, support capacity building with developing country partners to deliver development results, and build ties as global citizens. In the Volunteer Cooperation Program, approximately 1,200 Canadian volunteers were deployed across 47 countries through 15 Canadian volunteer sending partners and more than 355 Canadian youth participated in development internships through 22 Canadian organizations in 39 countries as part of the International Youth Internship Program and International Aboriginal Youth Internships initiative.

Global Affairs Canada responded to 31 natural disasters with identified humanitarian needs last year, including the April 2015 earthquake in Nepal. The department led a whole-of-government response to the Nepal earthquake, including the deployment of National Defence's Disaster Assistance Response Team and Global Affairs Canada's emergency stockpiles to the hardest-hit regions of Nepal. Canada made a commitment of $51.7 million to match Canadian donations through the Nepal Earthquake Relief Fund. In fiscal year 2015-16, Canada provided $37 million in humanitarian and development assistance in Nepal through experienced partners.

In 2015-16, Canada provided international humanitarian assistance in 57 countries facing complex emergencies or international public health emergencies. Last year, with a $130.5 million contribution from Canada, the World Food Programme reached 76.7 million beneficiaries in 81 countries.

The ongoing conflicts in Syria, Iraq, South Sudan, Yemen and the Central African Republic displaced millions of people from their homes, leading to the highest global levels of displacement ever recorded. With the support of Canada, the UN High Commissioner for Refugees (UNHCR) and the International Committee of the Red Cross assisted 61.1 million internally displaced people and refugees last year.

Efforts to resettle displaced populations were also supported by Canada. For example, in Colombia, the department supported UNHCR efforts to resettle 10,000 internally displaced persons in 17 communities, improving their access to basic services such as water, sanitation, education and health.

6) Support international security and the safety of Canadians abroad.

Description: International security and stability is fundamental to Canadian prosperity and the safety of Canadians at home and abroad. Canadian citizens living or travelling abroad may face situations that require timely and effective support from the department's consular services. *This priority is aligned to Strategic Outcomes 1, 2 and 3.*

Priority Type: New priority in support of the government's mandate.

Summary of Progress:

Over the past year, Canada worked closely with its international partners to address challenges to international security and stability, including terrorism, transnational organized crime, the proliferation of weapons of mass destruction, human trafficking, space security, and threats posed by foreign fighters. The department also modernized the delivery of its consular services to ensure timely and effective support to Canadians abroad. Significant progress was made on all plans related to this priority.

As part of its renewed commitment to multilateralism announced last year, Canada helped strengthen the UN's capabilities to address international security and stability challenges, particularly in the areas of peace operations, mediation, conflict prevention, and peacebuilding. In 2015-16, Canada provided approximately $323.9 million to support UN peace operations. It also chaired the UN Special Committee on Peace Operations, in order to help shape UN reform efforts and advance Canadian priorities such as the protection of civilians and the promotion of a constructive role for women in conflict resolution. Global Affairs Canada led preparations for Canada's accession to the UN Arms Trade Treaty and Canada's 2016-2018 chairmanship of the UN Committee on the Peaceful Uses of Outer Space.

Canada continued to support the sovereignty of the Ukrainian government and its efforts to build a democratic, stable, pluralistic and prosperous country. Bilateral support was provided to strengthen democracy, the rule of law, reform, and sustainable growth as well as humanitarian assistance for those affected by the conflict. Canada deployed 20 police officers in support of Ukraine's reform of its police patrol force and provided non-lethal military equipment to the Ukrainian government. Canada also imposed targeted economic sanctions against Russian and Ukrainian entities and officials responsible for the crisis.

Canada formulated a $1.6 billion comprehensive regional strategy to address the crises in Syria and Iraq and their impact in Jordan and Lebanon, announced by Prime Minister Trudeau in February 2016. Canada supported the peace talks on Syria, and worked with a host of allies and partners – including the Iraqi government – to stabilize Iraq. It did so by supporting the security of populations in conflict-affected regions, enabling post-conflict reconstruction in areas newly liberated by the Global Coalition against the so-called Islamic State of Iraq and the Levant (ISIL),

referred to in this report as Daesh (its Arabic acronym), and investigating breaches of international law. Canada co-hosted with the US a high-level meeting of the Coalition in Quebec City in June 2015, followed by a Political Directors meeting of the Coalition in July.

Canada's counterterrorism priorities were advanced through the Global Counter Terrorism Forum, which focused its work on the rise of Daesh, countering violent extremism, and addressing the threat posed by foreign fighters and terrorist financing. A Canadian official was deployed to the Strategic Communications and Counter-Messaging Cell, established at the UK's Foreign and Commonwealth Office. The UK co-leads such efforts with the United Arab Emirates on behalf of the Coalition.

Below are salient examples of Canada's efforts to enhance security and stability in countries threatened by terrorism and transnational organized crime:

- the maintenance and professionalization of Afghan National Security and Defence Forces;
- deployment of 70 personnel and a force commander to the Multinational Force and Observers mission in the Sinai Peninsula, which fosters dialogue between Egypt and Israel and promotes security and stability in the Middle East;
- enhancements to border security in Lebanon and Tunisia;
- support for improved terrorist prisoner management in Cameroon, Chad and Niger; and
- capacity-building training and specialized equipment for migrant smuggling prevention in South Asia, Southeast Asia and West Africa.

Canada provided support to a range of projects that contributed to the reduction of global threats related to the proliferation of conventional, chemical, biological, radiological or nuclear weapons. This included support to INTERPOL training for law enforcement and border officials on prevention of trafficking of dangerous materials and weapons in Southeast Asia and the Middle East. Canada also contributed to stability and security in the Middle East through financial support to the Syria Trust Fund[5] for the destruction of chemical weapons. At the 2016 Nuclear Security Summit, Canada committed a further $42 million to the Global Partnership Program for enhancing nuclear security worldwide.

Global Affairs Canada supported the safety of Canadians working, living, and travelling abroad through continued modernization of its consular services and implementation of its 21st Century Consular Plan. A Travel Smart mobile application was launched in December 2015 to help better educate Canadians on how to make smart travel decisions with the goal of preventing consular issues before they arise. The new application complements the award-winning Travel.gc.ca website and provides real-time, user-friendly travel information. By March 31, 2016, the Travel Smart "app" had been downloaded over 18,000 times. The department also reported a dramatic increase in followers of combined travel social media channels, such as Facebook, for Government of Canada travel updates.

For more information on organizational priorities, see the Ministers' mandate letters.[iv]

5 - The Syria Trust Fund is led by the Organisation for the Prohibition of Chemical Weapons (OPCW) and the OPCW-UN Joint Investigative Mechanism.

Section II: Expenditure Overview

Actual Expenditures

2015-16 Budgetary Financial Resources (dollars)

Main Estimates 2015-16	Planned Spending 2015-16	Total Authorities (Available for Use) 2015-16	Actual Spending 2015-16 (authorities used)	Difference 2015-16 (actual minus planned)
5,526,817,200[6]	5,715,529,021[7]	6,344,496,710	5,996,852,566	281,323,545

2015-16 Human Resources (Full-Time Equivalents [FTEs])[8]

Planned 2015-16	Actual 2015-16	Difference 2015-16 (actual minus planned)
11,204	10,888	-316

Budgetary Performance Summary for Programs and Internal Services (dollars)[9]

Strategic Outcome 1: Canada's International Agenda – The international agenda is shaped to advance Canadian security, prosperity, interests and values.

Programs	Main Estimates 2015-16	Planned Spending			Total Authorities (available for use) 2015-16	Actual Spending (authorities used)		
		2015-16	2016-17	2017-18		2015-16	2014-15	2013-14[10]
1.1: Integrated Foreign Affairs, Trade and Development Policy	74,932,448	79,939,982	82,390,190	80,459,569	76,329,133	76,209,297	80,716,032	98,858,328
1.2: Diplomacy, Advocacy, and International Agreements	905,984,385	926,044,354	957,781,259	953,356,409	1,004,617,946	954,956,846	873,716,723	939,594,606
SO1 Sub-Total	980,916,833	1,005,984,336	1,040,171,449	1,033,815,978	1,080,947,079	1,031,166,143	954,432,755	1,038,452,934

6 - These figures represent the department's authorities, as published in the 2015-16 Main Estimates.
7 - Planned Spending includes the budgetary amounts published in the 2015-16 Main Estimates, as well as funds received during 2015-16 following Treasury Board approvals.
8 - Full-time equivalent (FTE) is a measure of the extent to which an employee represents a full person in-year charge against a departmental budget. FTE is calculated as a ratio of assigned hours of work to scheduled hours of work, which are set out in collective agreements.
9 - Financial information is reported using Global Affairs Canada's 2015-16 Program Alignment Architecture. As such, it will not match the information published in the 2014–15 Main Estimates, Report on Plans and Priorities, and Public Accounts.
10 - Due to significant changes in Global Affairs Canada's Program Alignment Architecture in 2015-16, some expenditures for 2013-14 are reported under "Funds not allocated to the 2015-16 PAA."

Strategic Outcome 2: International Commercial and Consular Services for Canadians – Canadians are satisfied with commercial and consular services.

Programs	Main Estimates 2015-16	Planned Spending			Total Authorities (available for use) 2015-16	Actual Spending (authorities used)		
		2015-16	2016-17	2017-18		2015-16	2014-15	2013-14
2.1: International Commerce	170,922,571	181,217,243	200,373,622	198,356,837	186,897,234	164,459,301	170,222,816	156,811,144
2.2: Consular Services and Emergency Management	45,337,728	49,121,598	53,761,744	52,406,268	49,465,206	48,404,466	49,512,462	54,306,686
SO2 Sub-Total	216,260,299	230,338,841	254,135,366	250,763,105	236,362,440	212,863,767	219,735,278	211,117,830

Strategic Outcome 3: International Assistance and Poverty Alleviation – Poverty is reduced, and security and democracy are increased for those living in countries where Canada engages.

Programs	Main Estimates 2015-16	Planned Spending			Total Authorities (available for use) 2015-16	Actual Spending (authorities used)		
		2015-16	2016-17	2017-18		2015-16	2014-15	2013-14
3.1 International Security and Democratic Development	377,802,527	379,207,340	237,901,526	238,758,198	383,288,377	364,417,410	330,049,668	Not applicable
3.2 International Development	2,491,018,462	2,497,543,949	2,335,188,938	2,302,838,638	2,663,663,100	2,480,948,658	2,392,774,063	Not applicable
3.3 International Humanitarian Assistance	390,590,204	390,853,336	561,922,614	563,007,134	700,120,351	700,103,212	805,970,755	Not applicable
SO3 Sub-Total	3,259,411,193	3,267,604,625	3,135,013,078	3,104,603,970	3,747,071,828	3,545,469,280	3,528,794,486	Not applicable

Strategic Outcome 4: Canada's Network Abroad – The department maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities.

Programs	Main Estimates 2015-16	Planned Spending			Total Authorities (available for use) 2015-16	Actual Spending (authorities used)		
		2015-16	2016-17	2017-18		2015-16	2014-15	2013-14
4.1: Mission Network Governance, Strategic Direction and Common Services	603,804,538	718,542,780	764,948,263	681,738,833	748,939,862	693,665,951	766,291,707	620,548,489
4.2: Management of Government of Canada Terms and Conditions of Employment Abroad	195,598,665	199,725,582	203,795,103	203,562,590	234,965,156	234,377,684	198,792,503	229,133,960
SO4 Sub-Total	799,403,203	918,268,362	968,743,366	885,301,423	983,905,018	928,043,635	965,084,210	849,682,449

Internal Services

Programs	Main Estimates 2015-16	Planned Spending			Total Authorities (available for use) 2015-16	Actual Spending (authorities used)		
		2015-16	2016-17	2017-18		2015-16	2014-15	2013-14
Internal Services	270,825,672	293,332,857	244,123,374	239,698,588	296,210,345	279,309,741	271,297,428	279,215,822
Sub-Total	270,825,672	293,332,857	244,123,374	239,698,588	296,210,345	279,309,741	271,297,428	279,215,822

Total Performance Summary

Programs	Main Estimates 2015-16	Planned Spending			Total Authorities (available for use) 2015-16	Actual Spending (authorities used)		
		2015-16	2016-17	2017-18		2015-16	2014-15	2013-14
Funds allocated to programs not included in the 2015-16 PAA[11]	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	3,379,274,678
Total	5,526,817,200	5,715,529,021	5,642,186,633	5,514,183,064	6,344,496,710	5,996,852,566	5,939,344,157	5,757,743,713

Explanation of Variances

The variance (+3.4 percent) between main estimates ($5,526.8 million) and planned spending ($5,715.5 million) is attributable to funding received after submission of the Main Estimates such as the Operating and Capital Budget carry forward from 2014-15 and the reimbursement of paylist expenditures. Paylist expenditures refer to those expenses primarily related to severance pay and parental benefits for Canada-based and Locally Engaged Staff.

The variance (+11 percent) between planned spending ($5,715.5 million) and total authorities ($6,344.5 million) is related to supplementary funding received throughout the fiscal year, such as funding for the Green Climate Fund in support of Canada's commitment to help developing countries to limit or reduce emissions and to help vulnerable countries to adapt to climate change impacts, funding for the implementation of the Government's response to the Syrian refugee crisis, as well as funding to adjust for foreign currency fluctuations impacting assessed contributions to international organizations and mission operations abroad.

The variance ($281.3 million/ +4.92 percent) between planned spending ($5,715.5) and actual spending ($5,996.8) is mainly attributable to funding received through the Supplementary Estimates process including the Green Climate Fund and the Government's response to the Syrian refugee crisis. Those resources were not included in the planned spending, but were spent during the course of the fiscal year. A breakdown of variances by program can be found below.

The variance (-316/ -2.8 percent) between planned and actual full-time equivalents is mainly attributable to delays in planned staffing and the realignment of priorities.

11 - This amount represents funding previously reported under programs which were replaced in the 2015-16 Program Alignment Architecture (PAA). Such programs from the 2013-14 PAA include: Fragile Countries and Crisis-affected Communities, Low-income Countries, Middle-income Countries, Global Engagement and Strategic Policy and Canadian Engagement.

Explanation of Variances by Programs

1.1 Integrated Foreign Affairs, Trade, and Development Policy

Actual spending was $3.7 million lower than planned spending. The variance (-4.67 percent) is mainly attributable to additional funding received through Supplementary Estimates that was spent to address foreign currency fluctuations incurred at missions abroad. This increase in funds was offset by a lower than anticipated 2014-15 Operating Budget carry-forward allocation to this program and the transfer of resources to other programs.

1.2 Diplomacy, Advocacy, and International Agreements

Actual spending was $28.9 million higher than planned spending. The variance (+3.12 percent) is mainly attributable to additional funding received through Supplementary Estimates that was spent to address increased foreign currency fluctuations costs on assessed contributions, but was reduced by unspent funds set aside for potential arbitrations under the 2006 Canada-United States Softwood Lumber Agreement. Given that there were no arbitral cases filed or ongoing during 2015-16, these funds were unspent.

2.1 International Commerce

Actual spending was $16.8 million lower than planned spending. The variance (-9.25 percent) is mainly attributable to unspent funds related to the closure of the Investment Cooperation Program.

2.2 Consular Services and Emergency Management

Actual spending was $0.7 million lower than planned spending. The variance (-1.46 percent) is mainly attributable to delays in planned staffing.

3.1 International Security and Democratic Development

Actual spending was $14.8 million lower than planned spending. The variance (-3.9 percent) is attributable to a transfer of resources to program 3.3 to respond to humanitarian crises and provide critical humanitarian assistance to address the needs of people affected by ongoing conflicts such as in South Sudan, Syria and Iraq.

3.2 International Development

Actual spending was $16.6 million lower than planned spending. The variance (-0.66 percent) is attributable to the transfer of resources to program 3.3 to respond to humanitarian crises and provide humanitarian assistance to address the needs of people affected by ongoing conflicts such as in South Sudan, Syria and Iraq.

3.3 International Humanitarian Assistance

Actual spending was $309.2 million higher than planned spending. The variance (+79.12 percent) is mainly attributable to funding received through Supplementary Estimates from the International Assistance Envelope and a reallocation of funds from programs 3.1 and 3.2 to respond to humanitarian crises and address the needs of people affected by ongoing conflicts such as in South Sudan, Syria and Iraq.

4.1 Mission Network Governance, Strategic Direction and Common Services

Actual spending was $24.9 million lower than planned spending. The variance (-3.46 percent) is mainly attributable to unspent funds related to the consolidation of the High Commission of

Canada in the United Kingdom in London, as well as delays in the development of major projects.

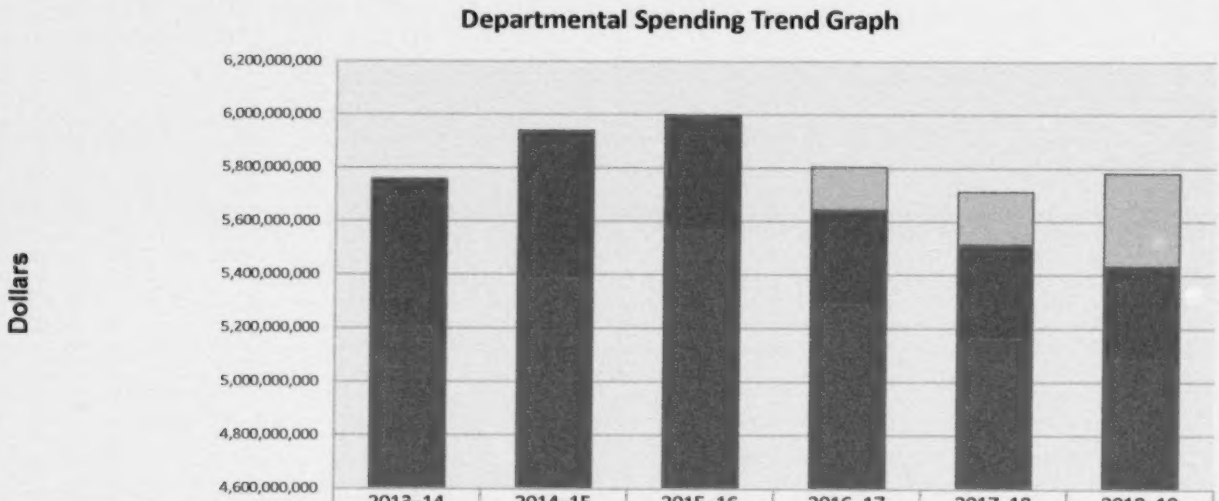
4.2 Management of Government of Canada Terms and Conditions of Employment Abroad

Actual spending was $34.7 million higher than planned spending. The variance (+17.35 percent) is mainly attributable to funding received through Supplementary Estimates for expenditure increases due to foreign inflation on allowances provided to Canadians working at missions abroad, as well as funding received for Locally Engaged Staff pensions, insurance and social security programs.

5.1 Internal Services

Actual spending was $14 million lower than planned spending. The variance (-4.78 percent) is mainly attributable to delays in planned staffing.

Departmental Spending Trend



	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19
Sunset Programs – Anticipated	0	0	0	160,532,447	197,199,114	346,235,489
Statutory	554,759,406	554,516,187	432,223,415	352,771,964	352,050,528	351,466,455
Voted	5,202,984,307	5,384,827,970	5,564,629,151	5,289,414,669	5,162,132,536	5,082,771,747
Total	5,757,743,713	5,939,344,157	5,996,852,566	5,802,719,080	5,711,382,178	5,780,473,691

The increase of $181.6 million from 2013-14 to 2014-15 in actual spending is mainly attributable to additional funding received for the consolidation of the High Commission of Canada in the United Kingdom, located at Trafalgar Square, London, as well as the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic. Supplementary funding was also received to respond to humanitarian crises caused by the spread of the Ebola virus in West Africa and the provision of critical humanitarian assistance to address the needs of people affected by ongoing conflicts such as in South Sudan, Syria and Iraq.

The increase of $57.5 million from 2014-15 to 2015-16 in actual spending is mainly attributable to additional funding received for the provision of critical humanitarian assistance to address the needs of people affected by ongoing conflicts such as in South Sudan, Syria and Iraq.

For the period 2016-17 to 2018-19, planned spending reflects currently approved funding to support the department's strategic outcomes. The decrease ($22.2 million) is mainly attributable to sunsetting funding, such as the Canada-United States Softwood Lumber Agreement. This initiative was renewed from 2016-17 to 2018-19 in Budget 2016.

Reductions in planned spending are mainly attributable to carry-forward amounts (in the operating and capital budget) to be received in 2016-17, as per Treasury Board policies.

Expenditures by Vote

For information on Global Affairs Canada's organizational voted and statutory expenditures, consult the Public Accounts of Canada 2016.[v]

Alignment of Spending With the Whole-of-Government Framework

Alignment of 2015-16 Actual Spending with the Whole-of-Government Framework[vi] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2015-16 Actual Spending
SO1: Canada's International Agenda - The international agenda is shaped to advance Canadian security, prosperity, interests and values.	1.1: Integrated Foreign Affairs, Trade and Development Policy	International Affairs	A safe and secure world through international engagement	76,209,297
	1.2: Diplomacy, Advocacy, and International Agreements	International Affairs		954,956,846
SO2: International Commercial and Consular Services for Canadians – Canadians are satisfied with commercial and consular services.	2.1: International Commerce	International Affairs	A prosperous Canada through global commerce	164,459,301
	2.2: Consular Services and Emergency Management	International Affairs	A safe and secure world through international engagement	48,404,466
SO3: International Assistance and Poverty Alleviation – Poverty is reduced, and security and democracy are increased for those living in countries where Canada engages.	3.1: International Security and Democratic Development	International Affairs	A safe and secure world through international engagement	364,417,410
	3.2: International Development	International Affairs	Global poverty reduction through international sustainable development	2,480,948,658
	3.3: International Humanitarian Assistance	International Affairs		700,103,212
SO4: Canada's Network Abroad – The department maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities.	4.1: Mission Network Governance, Strategic Direction and Common Services	International Affairs	A safe and secure world through international engagement	693,665,951
	4.2: Management of Government of Canada Terms and Conditions of Employment Abroad	International Affairs		234,377,684

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic Affairs	Not applicable	Not applicable
Social Affairs	Not applicable	Not applicable
International Affairs	5,715,529,021	5,996,852,566
Government Affairs	Not applicable	Not applicable

Financial Statements and Financial Statements Highlights

The financial statements highlights presented within this Departmental Performance Report are intended to serve as a general overview of the Department's financial position and operations. The Department's financial statements (unaudited) are prepared in accordance with accrual accounting principles. The detailed financial statements of the Department can be found on the Office of the Chief Financial Officer web page.[vii]

The tables below illustrate the March 31, 2016 ending balances for each major financial statement grouping, along with the corresponding change from the planned results and the previous fiscal year.

Condensed Statement of Operations (unaudited) For the Year Ended March 31, 2016 (dollars)

Financial Information	2015-16 Planned Results	2015-16 Actual	2014-15 Actual	Difference (2015-16 actual minus 2015-16 planned)	Difference (2015-16 actual minus 2014-15 actual)
Total expenses	5,516,720,000	5,765,171,470	5,523,165,787	248,451,470	242,005,683
Total revenues	45,167,000	37,791,257	35,040,127	(7,375,743)	2,751,130
Net cost of operations before government funding and transfers	5,471,553,000	5,727,380,213	5,488,125,660	255,827,213	239,254,553

The 2015-16 planned results information is provided in Global Affairs Canada's Future-Oriented Statement of Operations and Notes 2015-16.[viii]

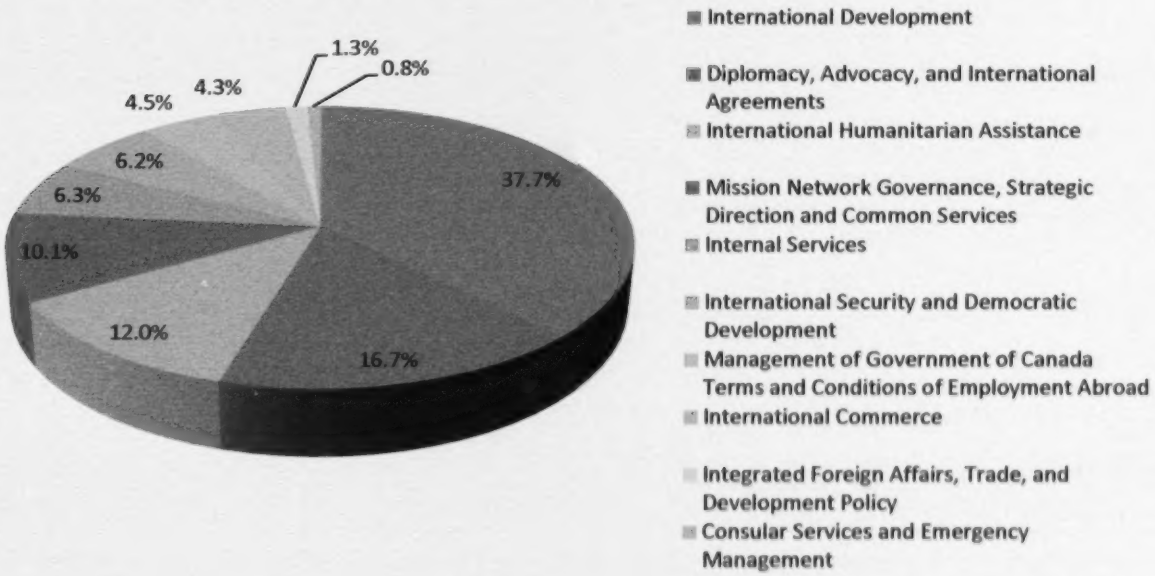
Expenses

The Department's total expenses increased by $242 million (+4.38 percent) during 2015-16 compared to last year. Higher grant and contribution payments and various operating expenses are the main source of this difference.

The difference between Global Affairs Canada's actual expenses and those associated with 2015-16 planned results is mostly due to an increase in Grants & Contribution authorities during the fiscal year that resulted in higher associated expenses.

The distribution of expenses by program is presented in the following chart.

Expenses by Program (2015-16 PAA), presented in order of magnitude

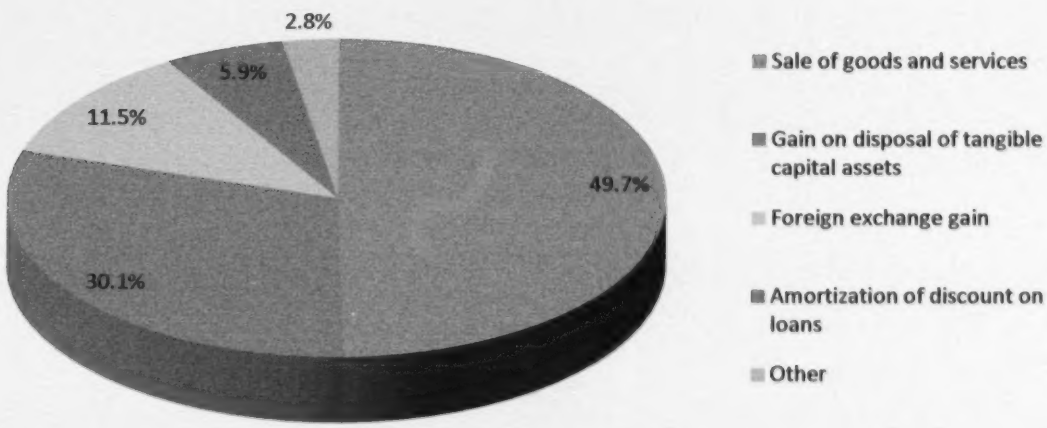


Revenues

The Department's total revenue increased by $2.75 million during 2015-16 and is mainly due to the increase in the gains on disposals of capital assets partly offset by a decrease in foreign exchange gains.

The distribution of departmental revenues by type is presented in the following chart.

Revenue breakdown



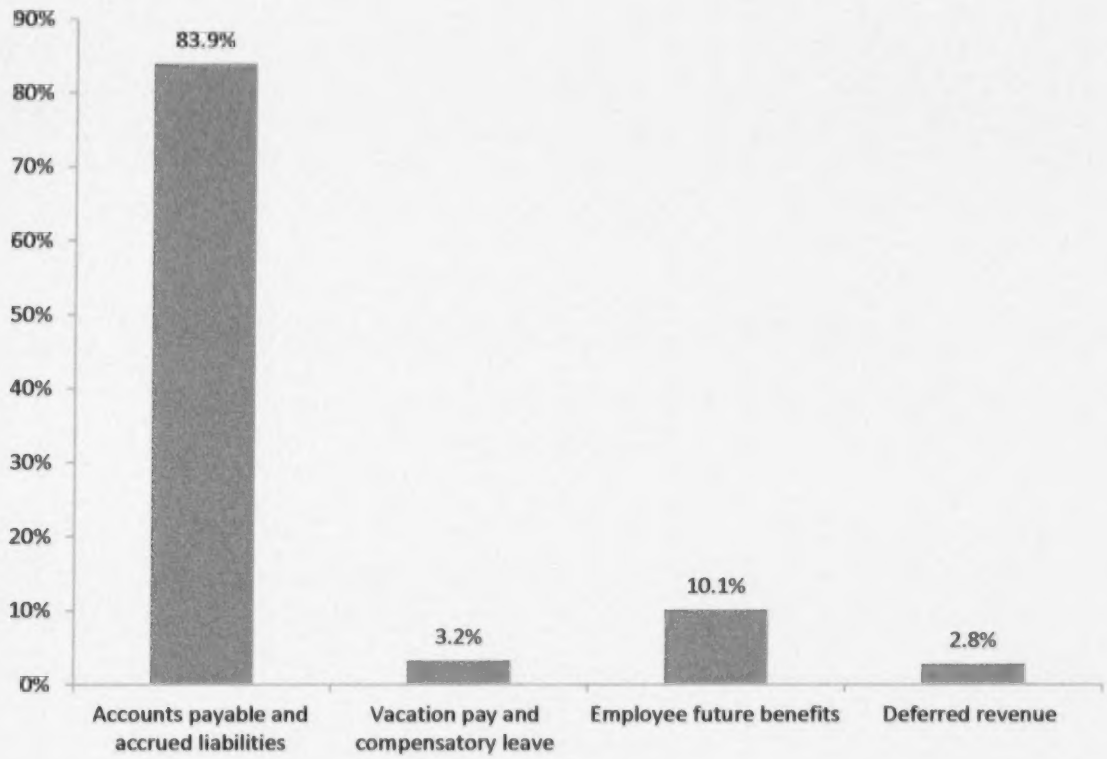
Condensed Statement of Financial Position (unaudited)
As at March 31, 2016 (dollars)

Financial Information	2015-16	2014-15	Difference (2015-16 minus 2014-15)
Total net liabilities	1,266,971,460	1,486,308,353	(219,336,893)
Total net financial assets	1,056,473,744	1,314,227,498	(257,753,754)
Departmental net debt	210,497,716	172,080,855	38,416,861
Total non-financial assets	1,425,691,443	1,412,528,202	13,163,241
Departmental net financial position	1,215,193,727	1,240,447,347	(25,253,620)

Liabilities

The Department's total liabilities decreased by $219 million (-14.76 percent) in 2015-16, compared to 2014-15. This is mainly the result of a net decrease in accounts payable to third parties resulting from timing differences in the settlement of payables.

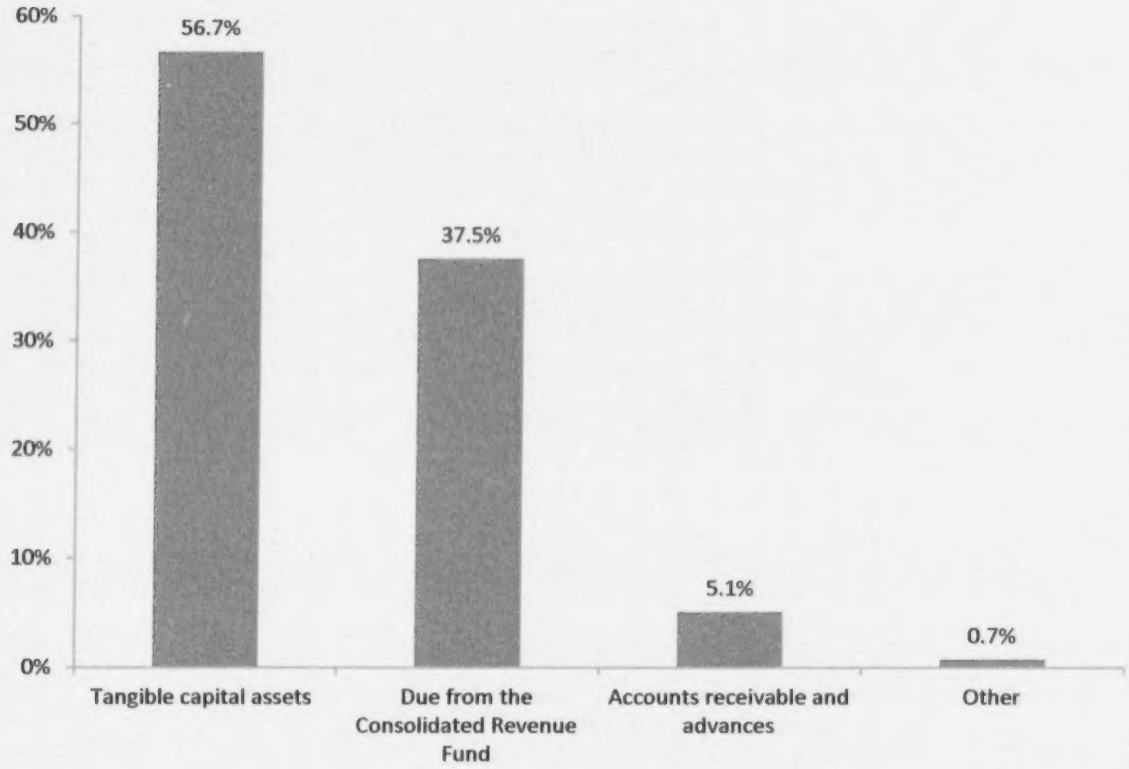
Liability Breakdown



Assets

The Department's financial and non-financial assets decreased by $245 million (-8.97 percent) in 2015-16, compared to 2014-15. The difference is due to the variation in financial assets, more specifically the amount of the "Due from the Consolidated Revenue Fund (CRF)". The decrease in departmental liabilities (including accounts payable) caused a reduction in the current year balance of the amounts due from the CRF.

Asset Breakdown



Section III: Analysis of Programs and Internal Services

Strategic Outcome 1: Canada's International Agenda – The international agenda is shaped to advance Canadian security, prosperity, interests and values.

Program 1.1: Integrated Foreign Affairs, Trade and Development Policy

Description: Through this program, Global Affairs Canada draws upon its expertise at missions and headquarters to establish integrated foreign policy, international trade and development priorities and to provide information, intelligence and advice to ministers, senior officials and key partners to support decisions that advance Canadian values and interests.

Budgetary Financial Resources (dollars)

Main Estimates 2015-16	Planned Spending 2015-16	Total Authorities 2015-16	Actual Spending 2015-16	Difference between planned and actual spending 2015-16
74,932,448	79,939,982	76,329,133	76,209,297	-3,730,685[12]

Human Resources (Full-Time Equivalents (FTEs))

Planned 2015-16	Actual 2015-16	Difference 2015-16
834	816	-18

Performance Results

Expected Result	Performance Indicator	Target	Result
Government of Canada decision-makers establish integrated and well-informed policies on how to advance Canada's interests and values.	Degree to which, on a scale of 1 to 5, the information, intelligence and advice provided by the department met the quality criteria for content and relevance to Canada's interests and values.	4	4.45[13]

Performance Analysis and Lessons Learned

Performance for this program was calculated through a roll-up of results from the International Information and Analysis and International Policy Advice sub-programs, including a sample review of reporting and briefing products to Ministers, and through feedback obtained from 2,213 reports on My International, a web-based tool used to manage reports from the department's network. Based on this assessment, 89 percent (4.45 on a scale of 5) of reports and briefing products met expectations for content and relevance to Canada's international values and interests. Global Affairs Canada exceeded its performance target for this program, consistent with last year's result and exceeding the previous year's result.

Over the past year, the department's Executive Board and its governance committees continued to strengthen the planning and implementation of policy and programming initiatives. In

12 - Actual spending was $3.7 million lower than planned spending. The variance (-4.67 percent) is mainly attributable to additional funding received through Supplementary Estimates that was spent to address foreign currency fluctuations incurred at missions abroad. This increase in funds was offset by a lower than anticipated 2014-15 Operating Budget carry-forward allocation to this program and the transfer of resources to other programs.
13 - This indicator is a composite of sub-programs 1.1.1 and 1.1.2 results, which were drawn from 'My International' reader feedback surveys and analysis of the timeliness and relevance of briefing materials for senior officials. (See Section IV: Supplementary Information, for details on sub-program results).

support of this work, Global Affairs Canada's network of officers at headquarters, regional offices and missions abroad produced a wide range of timely and high-quality reports to ensure Government of Canada decision makers were well informed on international developments affecting Canada's international values and interests. For example, over 830 threat and 1,450 Global Security Reporting Program reports were produced on issues related to conflict and international security. Numerous studies and reports on international trade and investment issues were also generated to inform, for example, Canada's approach to Foreign Direct Investment in Canada.

Informing and Enabling Decision Making

In 2015-16, the department produced:

- 1,022 action memorandums to ministers, as well as 363 memorandums for information; and
- 150 briefing binders, 21 transition binders, 1,052 meeting notes, 552 Question Period notes, and 23,074 items of correspondence.

Strategic advice was provided to advance Canadian interests at the United Nations, the G7, G20, the Commonwealth, La Francophonie, NATO, the Organization for Security and Co-operation in Europe, Asia-Pacific Economic Cooperation, the Association of Southeast Asian Nations Regional Forum, and the Organisation for Economic Co-operation and Development, among others.

Evidence-based policy analysis and advice addressed issues related to Canada's international priorities, including climate change, sustainable development, energy security, cyber foreign policy, anti-corruption, human rights and pluralism, including freedom of religion or belief, the health and rights of women and children, as well as civil society engagement.

A number of foreign policy, international trade, development and consular initiatives were implemented over the past year, including:

- a comprehensive review of Canada's International Assistance policy, funding, and delivery framework as well as Canada's approach to the 2030 Agenda for Sustainable Development;
- continued implementation of sector strategies, including the defence procurement strategy, the extractive sector strategy in collaboration with Natural Resources Canada , and launch of the new EduCanada brand in February 2016;
- strengthened engagement with provincial, territorial and municipal partners through establishment of joint federal-provincial-territorial working groups; and
- development of a new Going Digital Strategy and Roadmap to modernize the delivery of essential consular services as part of the 21st Century Consular Plan.

A number of strategies were advanced to address international security challenges and improve security and stability in fragile and conflict-affected states and regions, including:

- a new $1.6 billion comprehensive three-year strategy with humanitarian, development, security and diplomatic dimensions to address crises in Iraq and Syria, a refocused strategy to support the Global Coalition against Daesh;
- a comprehensive, whole-of-government strategy to counter the proliferation of weapons of mass destruction and contribute to the UN Plan of Action to Prevent Violent Extremism;
- strategic advice and whole-of-government preparations for Canada's eventual accession to the UN Arms Trade Treaty; and
- contributions to the Government's renewed Migrant Smuggling Prevention Strategy.

Integrated legal and policy advice was provided to advance Canada's obligations and defend its rights under international law, including the adoption of the Iran sanctions regulations, supporting, participating in, and conducting dispute settlement proceedings at the World Trade Organization (WTO) and under the North American Free Trade Agreement (NAFTA), legal and linguistic review of the Trans-Pacific Partnership and the Canada-EU Comprehensive Economic and Trade Agreement, negotiation of the Paris Agreement on climate change, and supporting Canada's Arctic interests, including international recognition for Canada's continental shelf.

Program 1.2: Diplomacy, Advocacy, and International Agreements

Description: Through this program, Global Affairs Canada uses diplomacy, advocacy, and program delivery, informed by consultations with domestic stakeholders, to engage and influence international players in order to advance Canadian interests and values.

Budgetary Financial Resources (dollars)

Main Estimates 2015-16	Planned Spending 2015-16	Total Authorities 2015-16	Actual Spending 2015-16	Difference between planned and actual spending 2015-16
905,984,385	926,044,354	1,004,617,946	954,956,846	28,912,492[14]

Human Resources (FTEs)

Planned 2015-16	Actual 2015-16	Difference 2015-16
1,641	1,644	3

Performance Results

Expected Result	Performance Indicators	Targets	Results
International actors are engaged and influenced to gain support for actions consistent with Canada's interests and values.	Degree to which, on a scale of 1 to 5, Canadian positions are reflected in bilateral agreements/initiatives.	4	3.5[15]
	Degree to which, on a scale of 1 to 5, Canadian positions are reflected in multilateral agreements/initiatives.	4	3.5[16]
	Degree to which, on a scale of 1 to 5, Canadian positions are reflected in bilateral, plurilateral and multilateral trade negotiations/agreements.	Obtain baseline information	4

Performance Analysis and Lessons Learned

Performance of this program for the first two indicators was evaluated through an assessment of the data captured by Strategia, Global Affairs Canada's online reporting tool. Performance for the third indicator was based on an assessment of data from internal records and reports on negotiations, outreach, consultations and legal opinions. Baseline data was collected for the third indicator based on an assessment of 19 agreements.

14 - Actual spending was $28.9 million higher than planned spending. The variance (+3.12 percent) is mainly attributable to additional funding received through Supplementary Estimates that was spent to address increased foreign currency fluctuations costs on assessed contributions, but was reduced by unspent funds set aside for potential arbitrations under the 2006 Canada-United States Softwood Lumber Agreement. Given that there were no arbitral cases filed or ongoing during 2015-16, these funds were unspent.

15 - The below target result can be partly explained by the change in the methodological approach in 2015-16, as well as re-calibration of the 5-point scale. Moving forward, the department will further refine the methodology for this indicator.

16 - Ibidem

In October 2015, Prime Minister Trudeau announced a commitment to re-energizing Canada's leadership at the United Nations and within other multilateral institutions, focusing on climate change, peace operations, mediation and conflict prevention, inclusive and accountable governance, peaceful pluralism and respect for diversity and human rights. As a centrepiece to this re-engagement initiative, Global Affairs Canada will lead Canada's campaign to seek a non-permanent seat on the UN Security Council for the 2021-22 term.

Diplomacy and Protocol

State protocol services were provided to the Prime Minister, departmental ministers, and the Governor General, as well as to the foreign diplomatic corps accredited to Canada, through:

- granting agréments for 27 new Heads of Mission, 44 military attachés and 124 Honorary Consul Officers;
- 40 incoming official visits to Canada;
- 58 visits abroad;
- 189 official events and 6 major events serving over 9,100 guests; and
- facilitating 770 courtesy diplomatic clearances for international visitors.

Canada remained on the UN Honour Roll for paying its assessed contributions fully and on time, and continued to fully pay assessed contributions to all international organizations on time and without condition.

In the past year, Global Affairs Canada worked with the UN, G7, NATO and other organizations to promote Canadian priorities, such as poverty alleviation, democracy, pluralism, respect for human rights and international security, through:

- working closely, in cooperation with Environment and Climate Change Canada, and with international partners, including U.S. and Mexico to strengthen cooperation on issues related to climate change, clean energy and the environment;
- leading on the adoption of the annual UN resolution on the situation of human rights in Iran and the adoption at the Human Rights Council of a ground-breaking resolution on Eliminating Violence against Women to address the full scope of violence against women;
- providing support for organizational reforms at the UN to improve accountability, transparency and results by promoting merit-based appointments and elections, including Canadian candidacies to key UN bodies;
- supporting preparations for Canada's chairmanship of the UN Committee on the Peaceful Uses of Outer Space in 2016-2018, engagement in the 2016 Nuclear Security Summit process, the Global Health Security Agenda, and the G7 Global Partnership;
- coordinating Canada's approval of the accession of Montenegro to NATO and contributing to NATO prioritization in the lead-up to the 2016 NATO Leaders' Summit in Warsaw;
- protecting freedom of religion or belief in Syria and Iraq through the release of statements calling for the protection of religious and belief communities;
- establishing and chairing the International Contact Group on Religious Freedom, advancing international efforts to address the right to freedom of religion or belief;
- supporting Ukraine's efforts to restore stability and implement democratic and economic reforms, and calling on Russia to implement its Geneva commitments to de-escalate the crisis;
- establishing new nuclear agreements for the transfer of Canadian technology to Romania and China, and a nuclear cooperation agreement with South Africa;
- launching a bold advocacy campaign for lesbian, gay, bisexual, transgender, and intersex rights in Tunisia;

- creating the Office of Human Rights, Freedoms and Inclusion, with a comprehensive vision that includes all human rights; and
- chairing the Community of Democracies' Working Group on Enabling and Protecting Civil Society.

Last year, the Canada Fund for Local Initiatives funded 584 local projects totalling $13.86 million through 70 Canadian missions in 118 countries and the West Bank. These projects promoted Canada's bilateral advocacy agenda, specifically seeking to prevent sexual and gender based violence, protecting human rights, supporting democratic transition and participation, entrench the rule of law, and strengthen economic governance.

Canada worked closely with Secretary-General Michaëlle Jean at the Organisation internationale de la Francophonie to increase sustainable economic growth and improve maternal and child health. To this end, Canada committed $10 million to promote employment and entrepreneurship among women and youth in francophone sub-Saharan Africa.

Canada advanced counterterrorism priorities through the Global Counter Terrorism Forum, focusing on the rise of Daesh, countering violent extremism, and the threat posed by foreign fighters and terrorist financing.

Canada continued to advance market access interests for Canadian exporters, investors and innovators by:

- advancing the ratification of CETA, as well as its political counterpart agreement, the Canada-EU Strategic Partnership Agreement, through completion of the legal review of the agreement;
- undertaking consultations on Canada's potential participation in the TPP;
- concluding negotiations for the Canada-Ukraine Free Trade Agreement (FTA) in July 2015, and completing modernization of the Canada-Israel (July 2015) and Canada-Chile (April 2015) FTAs ;
- signing Foreign Investment and Promotion Agreements with Hong Kong, Burkina Faso and Guinea, concluding negotiations with Albania, Kosovo, and Mongolia, and advancing negotiations with the Democratic Republic of Congo, Gabon, India, Macedonia, Mauritania, Mozambique, Rwanda, Tunisia, and the United Arab Emirates;
- expanding Air Transport Agreements (ATA) with Australia, China, and Cuba, signing an ATA with Trinidad and Tobago, and ratifying ATAs with Israel and Mexico; and,
- securing improved market access to the EU for Canadian indigenous communities' seal products.

CETA: A Progressive Trade Agreement

The Canada-European Union (EU) Comprehensive Economic and Trade Agreement (CETA) demonstrates Canada's commitment to a new, progressive international trade policy agenda by including:

- Stand-alone chapters on environment protection, sustainable development, and labour standards; and
- An innovative approach to the investment protection and investment dispute resolution provisions.
- The Canada-EU Strategic Partnership Agreement will complement CETA by providing a broad framework for a renewed, more effective and progressive engagement on foreign policy and international security issues.

The World Trade Organization (WTO) remains the cornerstone of multilateral trade policy. Canada was an active and engaged WTO member, particularly with regard to the ongoing work of the many WTO committees. These committees provided a forum for Canada to raise and resolve a range of trade irritants and market access issues. Canada also supported the WTO's trade policy monitoring and surveillance activities, including through its participation in the trade policy reviews of all WTO members.

The department continued to lead Canada's active participation in WTO efforts to expand market access opportunities for exporters, including the successful conclusion of negotiations on the expanded WTO Information Technology Agreement, accessions to the WTO Agreement on Government Procurement as well as advancing negotiations towards the WTO Environmental Goods Agreement. Equally important were efforts to defend Canadian interests at the WTO through the Dispute Settlement Understanding. Notably, Canada received authorization to retaliate in the US-Country of Origin Labelling (COOL) case in an amount exceeding $1 billion per year. However, the U.S. repealed this measure, and Canada has not exercised its retaliation rights.

With the coming into force of the Canada-Korea FTA in January 2015, its potential for Canadian businesses was promoted through 22 information events and 11 "Go Global" sessions, attended by 1,200 participants. Training was provided to prepare trade commissioners to advise their business clients on the opportunities anticipated under the new FTA.

The department administered the *Export and Import Permits Act* to control the flow of goods contained in specified lists under the Act. In 2015, the department successfully processed over 312,939 permit applications, often exceeding service standard commitments.

Expanding Market Access

Global Affairs Canada concluded negotiations for the Canada-Ukraine Free Trade Agreement (FTA) in July 2015, and completed modernization of the Canada-Israel (July 2015) and Canada-Chile (April 2015) FTAs.

In the Americas, the department supported initiatives to advance freedom, democracy, human rights and the rule of law. Global Affairs Canada supported the electoral process and election observation missions in Haiti; supported the development of more inclusive workspaces for LGBTI communities in Guatemala and El Salvador; addressed domestic, sexual and gender-based violence in various countries in the Caribbean and promoted free and fair election practices in Guyana and Suriname.

Canada furthered economic, security and governance partnerships in Asia, including with India and Southeast Asia. It adopted a five-year Plan of Action on political, economic and socio-cultural cooperation with the Association of Southeast Asian Nations (ASEAN). Canada also strengthened relations in the region with the official opening of new offices in Cambodia and Laos, ensuring resident Canadian diplomatic representation in all 10 ASEAN countries for the first time.

A state visit from India's Prime Minister in April 2015 resulted in several commercial agreements, as well as the elevation of the Canada-India bilateral relationship to a Strategic Partnership. The Asia-Pacific Economic Cooperation Economic Leaders' meeting in the Philippines in November 2015 advanced new measures to enhance economic cooperation and a new vision for sustainable, inclusive development across the Asia-Pacific region.

Global Affairs Canada continued to strengthen the Canada-U.S. relationship through:

- effective management and promotion of Canada-U.S. border security, infrastructure and transportation, including advocacy in support of the Gordie Howe International Bridge;
- facilitating trade through the implementation of Canada's Single Window Initiative;
- expanding border pre-clearance locations and engaging industry stakeholders in the Canada-United States Regulatory Cooperation Council;
- advancing joint environmental stewardship, including securing funding of $19.5 million over five years to protect Canada's boundary and transboundary waters;
- the U.S.-Canada Joint Statement on Climate, Energy, and Arctic Leadership issued by Prime Minister Trudeau and President Obama in March 2016;
- promoting Canada as a responsible natural resource developer, energy partner, along with our wider energy and environmental interests.;
- advocating Canadian interests against the U.S. Country of Origin Labelling (COOL) regulations for beef and pork, which contributed to the passing of a U.S. law to repeal discriminatory labelling requirements in December 2015;
- supporting the interests of Canadian softwood lumber exporters through the implementation of the 2006 Softwood Lumber Agreement and efforts to negotiate a new agreement following its expiry in October 2015;
- advocating against the introduction or expansion of local content restrictions, such as Buy America measures, resulting in legislative actions that halted or mitigated content restrictions proposed in bills before the United States Congress and state legislatures;
- supporting the interests of Canadian pulp and paper exporters to the U.S. market by requesting a binational panel review under Chapter 19 of the NAFTA and WTO consultations in response to the U.S.' countervail investigation on subsidized imports of supercalendered paper[17] from Canada; and
- developing joint commitments to advance common foreign policy objectives that were launched in the context of the Prime Minister's visit to the US in March 2016.

Global Affairs played a leadership role in advancing key initiatives with the United States and Mexico, including the finalization of the 2016 North American Competitiveness Work Plan and the commitment to enhance cooperation to address climate change through the use of clean technology.

Strategic Outcome 2: International Commercial and Consular Services for Canadians – Canadians are satisfied with commercial and consular services.

Program 2.1: International Commerce

Description: Through this program, Global Affairs Canada delivers commercial services and advice to Canadian businesses and supports its pursuit of international business opportunities. This is primarily achieved through Canada's Trade Commissioner Service (TCS), which organizes sector-specific, targeted trade missions to priority markets, helps Canadian businesses access global value chains, and supports the facilitation, expansion or retention of foreign direct investment, international innovation, and science and technology partnerships.

17 - Supercalendered paper is "uncoated groundwood paper commonly used in newspaper inserts and flyers."

Budgetary Financial Resources (dollars)

Main Estimates 2015-16	Planned Spending 2015-16	Total Authorities 2015-16	Actual Spending 2015-16	Difference between planned and actual spending 2015-16
170,922,571	181,217,243	186,897,234	164,459,301	-16,757,942[18]

Human Resources (FTEs)

Planned 2015-2016	Actual 2015-16	Difference 2015-16
1,324	1,311	-13

Performance Results

Expected Results	Performance Indicators	Targets	Results
Canadian exporters, innovators, and investors are successful in their international business development efforts.	# of concluded commercial agreements facilitated by the TCS.	1,000	963
	% of Canadian businesses that were satisfied with commercial services provided by the TCS.	80%	85%
Foreign direct investment (FDI) is facilitated, expanded or retained.	# of successful FDI projects (Wins) facilitated by the TCS.	100	109

Performance Analysis and Lessons Learned

Global Affairs Canada's Trade Commissioner Service, in partnership with government export-support agencies such as Export Development Canada and the Canadian Commercial Corporation, helped Canadian companies advance their international commercial efforts by promoting Canada as a partner of choice while focusing on responsible business conduct and high-growth firms.

The TCS supported Canadian companies by conducting 1,220 trade initiatives funded through the Client Service Fund, the Integrative Trade Strategy Fund and the International Education Strategy funds. Through these initiatives, the TCS was able to leverage in kind as well as financial contributions from partners totaling $4 million.

Program performance was assessed by examining the success of Canadian exporters, innovators and investors in their business development efforts, as measured by their satisfaction with TCS services and the number of commercial agreements facilitated by the TCS. Progress was demonstrated by 963 commercial agreements concluded this year, an increase of 3.1 percent over 2014-15.[19] Canadian businesses reported high levels of satisfaction with TCS services, with 85 percent indicating they were either satisfied or very satisfied with commercial services provided, consistent with results achieved last year.

The regional business network's top sectors are consistent with departmental priorities: Information & Communications Technology, Life Sciences, and Sustainable Technologies accounted for approximately 45 percent of all services delivered and outcalls conducted by the regional office, as well as successes to which the regional network contributed. The regional business network consistently exceeded the target of 80 percent in ensuring client satisfaction.

18 - Actual spending was $16.8 million lower than planned spending. The variance (-9.25 percent) is mainly attributable to unspent funds related to the closure of the Investment Cooperation Program.

19 - Performance of the TCS is tracked through TRIO2 (performance management software used to report, track and monitor activities and outcomes) and online client surveys.

The program also supports the facilitation, expansion and retention of foreign direct investment, as measured by the number of successful foreign direct investments facilitated by the TCS. For five consecutive years, the program has exceeded its target of 100 investments, with 109 greenfield/expansion investment projects in 2015-16, representing $2.15 billion in announced projects (up from $1.93 billion in 2014-15) and 3,140 new jobs in Canada (up from 2,596 in 2014-15).[20]

Through the Invest Canada Community Initiatives program, the department helped to increase employment opportunities through support to Canadian communities' efforts to attract, retain and expand foreign direct investment. The program received 119 applications (up from 95 in 2014-15) and approved $4.2 million in funding to assist 98 communities across Canada (up from 82 in 2014-15).

Canada was promoted as a commercial partner of choice through TCS events and visits. Some 3,039 potential investors attended investment-specific events (down slightly from 3,502 in 2014-15), with 94 percent of survey respondents indicating that the event had increased their knowledge of investment opportunities in Canada. The TCS facilitated 170 exploratory visits to Canada by prospective foreign investors, consistent with the results from previous years.

Supporting Innovation

391 innovation leads were provided to 622 Canadian companies, facilitating 203 international research and innovation partnerships, as well as improving Canada's reputation for excellence in research, science, technology and innovation.

The CanExport program was launched on January 5, 2016 to provide support to small and medium-sized enterprises in Canada seeking to develop export opportunities, particularly in high-growth priority markets. By the end of the fiscal year, 494 applications had been submitted, and 111 approved, representing approximately $3.15 million in potential contributions. Trade opportunities in priority sectors and markets were advanced through dissemination of 5,243 business/trade leads in 2015-16, referring 4,456 of these to Canadian clients, which represents a 16-percent increase over 2014-15.

In 2016, the Canadian Technology Accelerator (CTA) Initiative Pilot, managed by the TCS, supported Canadian information and communications technology, life sciences and clean technology firms by providing mentorship, introductions to potential clients/partners, and desk space in business accelerators abroad. Among CTA participants, 72 percent credit the CTA initiative for helping reduce risks and uncertainties in a new market. Since 2013, CTA participant companies have reported 1,300 new jobs, $350 million in new capital raised, $95 million in new revenue, and over 630 strategic partnerships. Over 100 companies were served through the CTA in 2015-16, and the TCS is on track to serve up to 200 more companies over the following two fiscal years.

An assessment in March 2016 validated the effectiveness of the TCS Regional Business Network model through which five regional hubs and 35 co-locations with partners across Canada enable trade commissioners to advise clients on international business development opportunities.

20 - Investment amount and jobs created based on company reporting.

Canada's profile in international priority markets was strengthened through a number of minister-led trade missions. In May 2015, the Minister of International Trade led a trade mission to the Philippines with 50 participants, representing 40 business organizations.

In December 2015, Minister Freeland participated in the 10th WTO Ministerial Conference in Nairobi, during which the Minister urged members to consider new approaches to WTO negotiations and to emerging trade issues, including investment, competition policy and the digital economy. Minister Freeland's active efforts helped reach an agreement on the elimination of agricultural export subsidies for developing and developed countries. Canada also supported a package to help least-developed countries better integrate into the global trading system.

Under Canada's Corporate Social Responsibility Strategy, the department supported 46 mission-led projects totaling $250,000, including forums, workshops, round tables and informational products to strengthen responsible business conduct of Canadian companies.

In February 2016, the Minister of International Trade and the Chair of the Council of Ministers of Education launched the new EduCanada brand, a key component of the International Education Strategy supporting the promotion of the Canadian education sector abroad.

Program 2.2: Consular Services and Emergency Management

Description: Through this program, Global Affairs Canada delivers high-quality consular assistance and travel advice to Canadians travelling, working and living abroad. This program also enables the department to coordinate the Government of Canada's response to international emergencies.

Budgetary Financial Resources (dollars)

Main Estimates 2015-16	Planned Spending 2015-16	Total Authorities 2015-16	Actual Spending 2015-16	Difference between planned and actual spending 2015-16
45,337,728	49,121,598	49,465,206	48,404,466	-717,132[21]

Human Resources (FTEs)

Planned 2015-2016	Actual 2015-16	Difference 2015-16
390	371	-19

Performance Results

Expected Results	Performance Indicators	Targets	Results
Canadians are better informed on how to travel safely and responsibly.	# of followers (in follower base) for the combined travel social media channels.	15,000	200,425
Whole-of-government response to emergencies is coordinated in a timely manner.	Degree to which, on a scale of 1 to 5, emergency response is coordinated with other government departments in a timely manner.	4	4
Canadians receive satisfactory routine consular assistance abroad.	% of Canadians satisfied with routine consular services.	90%	94%

21 - Actual spending was $0.7 million lower than planned spending. The variance (-1.46 percent) is mainly attributable to delays in planned staffing.

Performance Analysis and Lessons Learned

Performance of this program is measured by the department's ability to provide Canadians with timely access to travel advice on behalf of the Government of Canada, up-to-date travel advisories, consular assistance abroad and Global Affairs Canada's capacity to respond effectively to emergencies abroad.

Over the past year, Global Affairs Canada handled over 253,800 consular cases, including some 6,700 related to Canadians in distress situations while travelling or living abroad.

The Travel Information Program provided travel advice to Canadians through the publication of 1,085 regular travel advice updates on Travel.gc.ca[ix], up from 229 last year, including during international crises, such as the attacks in Paris in November 2015 and the bombings in Brussels in March 2016. Progress was also measured by the number of "followers" for Global Affairs Canada's travel social media channels, which increased by 111,125 (124 percent) over the past year to a total of 200,425.

Responding to Emergencies

Over the past year, through its Emergency Watch and Response Centre Global Affairs Canada responded to 14 major emergencies in 13 countries across 4 continents, and managed 4,099 client files.

Canadians' overall satisfaction with routine consular services (timeliness, accuracy and courteousness of consular staff) was measured through a client feedback survey and indicated a 94 percent client satisfaction level, an increase from 92 percent in 2014-15.

Global Affairs Canada continued to modernize consular services through the four key pillars of the 21st Century Consular Plan. Under the "Targeted Outreach" and "Going Digital" pillars, Global Affairs Canada launched the new Travel Smart mobile application, which complements the award-winning Travel.gc.ca website. The application is available for the iOS and the Android operating systems, providing travellers with accurate, user-friendly information at their fingertips across the globe. As of March 31, 2016, the application has been downloaded by approximately 18,000 users.

Under the "Focus on Children" pillar, Global Affairs Canada worked to increase the number of signatories to the 1980 Hague Convention on the Civil Aspects of International Child Abduction, the international treaty that seeks to return wrongfully removed or retained children to their place of habitual residence. Canada accepted the accession of six states (Albania, Andorra, Dominican Republic, San Marino, Singapore and Ukraine) to the Hague Convention and provided support for the Philippines' accession to the Convention. The department also organized presentations to over one hundred Canadian partners to improve operational cooperation and safe landings for vulnerable and/or child clients.

Crisis Surge Capacity

24 members of the Standing Rapid Deployment Team were deployed in response to six emergencies: civil unrest in Yemen and Burundi, the earthquake in Nepal, the financial crisis in Greece, Operation Syrian Refugees, and terrorist attacks in Burkina Faso.

In support of the "Strengthen our Response Network" pillar, Canada acted as Secretariat of the Global Consular Forum, participating in the 2015 Five Nations Consular Colloque in New Zealand to exchange best practices and expertise in consular policy, training, IT, and travel advice.

The consular training program was reviewed and adapted to address evolving trends in consular services, including new or updated training sessions for Locally Engaged Staff and staff on foreign assignments. A total of 1,346 participants benefited from consular training.

A total of 689 Registration of Canadians Abroad (ROCA) messages were sent to Canadians abroad, providing advice on upcoming major weather events, civil unrest, and emergency travel advice and advisories. Following outreach initiatives, approximately 225,000 Canadians travelling abroad participated in the ROCA program, up from 158,516 last year.

Global Affairs Canada continued to provide strategic coordination and support to missions and across government in preparing for and responding to emergencies abroad. In 2015-16, through its Emergency Watch and Response Centre, the department coordinated responses to 14 international crises including the earthquakes in Nepal and Ecuador, a hurricane in Mexico, a typhoon in the Philippines, a coup d'état in Burundi, and attacks in Tunisia, Mali, Burkina Faso, France, and Belgium.

The department also played an integral coordination role in Operation Syrian Refugees, helping the Canadian government fulfill its initial commitment to welcoming 25,000 Syrian refugees between November 4, 2015, and February 29, 2016. Global Affairs Canada coordinated diplomatic efforts and international engagement, including all overseas deployments, on behalf of Immigration, Refugees and Citizenship Canada. Missions abroad assisted with the identification of off-site processing facilities, staging areas and departure points. The timeliness and coordination of whole-of-government responses to emergencies were measured by the degree to which regularly scheduled collaboration meetings took place and all relevant plans were used in coordinating the whole-of-government response to an emergency. The target for this performance indicator was achieved.

Emergency preparedness and response at missions was strengthened through enhanced emergency planning tools, technological advancements and strengthened Canadian and international partnerships.

The department developed 69 new geomatics products to provide those responding to and preparing for emergencies with a more comprehensive view of the situation, including where Canadians are travelling, the location of assets, transportation hubs and sites of risk or active emergencies. The department also developed a two-way Short Message Service to enable Canadian citizens to communicate via text message with the Emergency Watch and Response Centre in times of crisis.

To further strengthen emergency management partnerships, partner states participated in joint emergency exercises with Canadian departments, including the Department of National Defence, the Canadian Security Intelligence Service, the Canada Border Services Agency, Communications Security Establishment Canada, Transport Canada, the Public Health Agency of Canada, and the Royal Canadian Mounted Police. A four-year business continuity planning action plan was developed, and business impact assessments for critical services will be integrated into the department's corporate business planning process for fiscal year 2016-17.

Strategic Outcome 3: International Assistance and Poverty Alleviation – Poverty is reduced, and security and democracy are increased for those living in countries where Canada engages.

Program 3.1: International Security and Democratic Development

Description: This program contributes to increased international security and stability by enhancing the capacity of foreign governments, civil society and international organizations to manage international peace and security challenges and build stable, democratic foundations necessary for peace, sustainable development and poverty alleviation.

Budgetary Financial Resources (dollars)

Main Estimates 2015-16	Planned Spending 2015-16	Total Authorities 2015-16	Actual Spending 2015-16	Difference between planned and actual spending 2015-16
377,802,527	379,207,340	383,288,377	364,417,410	-14,789,930[22]

Human Resources (FTEs)

Planned 2015-2016	Actual 2015-16	Difference 2015-16
148	137	-11

Performance Results

Expected Results	Performance Indicators	Targets	Results
Enhanced regional and global stability during crisis situations as a result of Global Affairs Canada initiatives.	Degree to which, on a scale of 1 to 5, international partners supported by Global Affairs Canada are better able to address global insecurity and respond to threats.	Obtain baseline information[23]	5
Increased international capacity of Global Affairs Canada's program beneficiaries to prevent and respond to threats posed by international crime, terrorism, and weapons and materials of mass destruction.	Degree to which, on a scale of 1 to 5, Global Affairs Canada's program beneficiaries utilize contributed infrastructure, tools and expertise to prevent, mitigate and respond to transnational security threats posed by international crime, terrorism, and weapons and materials of mass destruction.	Obtain baseline information	4
Increased empowerment of people and groups to engage in democratic decision-making and enjoy their human rights, as a result of Global Affairs Canada support.	# of partners in select countries supported by Global Affairs Canada in their efforts to advance democracy.	Obtain baseline information	145

Performance Analysis and Lessons Learned

Performance data was collected by assessing project results funded through the Global Peace and Security Fund[24], the Global Partnership Program, the Counter Terrorism and Anti-Crime

22 - Actual spending was $14.8 million lower than planned spending. The variance (-3.9 percent) is attributable to a transfer of resources to program 3.3 to respond to humanitarian crises and provide critical humanitarian assistance to address the needs of people affected by ongoing conflicts such as in South Sudan, Syria and Iraq.

23 - Where targets are defined as 'Obtain Baseline Information', work is underway to strengthen this expected result and performance indicator before targets are set.

Capacity Building Programs, and the Religious Freedom Fund. Progress was assessed through partner reporting and project monitoring, and reported using a five-point scale of the degree to which they met expectations.

A total of 201 projects funded through the Global Partnership Program, Counter-Terrorism and Anti-Crime Capacity Building Programs were active or completed in 2015-16 as part of Canada's efforts to prevent and respond to threats posed by international crime, terrorism, and weapons and materials of mass destruction.

Progress in increasing the ability of international partners to address global insecurity and instability and respond to threats was assessed by the degree to which training programs were successfully implemented and the knowledge of participants increased. 85 projects under the Global Peace and Security Fund were active or completed during fiscal year 2015-16 as part of Canada's efforts to enhance regional and global stability and empower people and groups to engage in democratic decision-making. Of the sample of projects assessed, all showed that partners were better able to address global insecurity and respond to threats (rating of 5 on a 5 point scale). This year's result exceeds results achieved last year. The ability of 145 beneficiaries to advance democracy in their respective countries was improved, an increase from last year.

Increased capacities of beneficiaries to respond to threats was also assessed by the degree to which the infrastructure, tools and expertise provided to prevent, mitigate and respond to transnational security threats were used. For 2015-16, 74 projects were advanced enough to show progress towards expected results. Between 80 to 99 percent (4 on a 5 point scale) showed that beneficiaries were using the infrastructure, tools, and expertise provided to mitigate security threats. This year's results are consistent with results achieved last fiscal year.

In 2015-16, Canada increased international capacity to prevent and respond to threats posed by international crime, terrorism, and weapons and materials of mass destruction, including:

- support to INTERPOL training programs, including enhanced access to INTERPOL police databases to stem the flow of foreign fighters seeking to join Daesh from North Africa;
- training and equipment to address human smuggling networks in 19 countries in South and Southeast Asia and in West Africa as part of Canada's renewed Migrant Smuggling Prevention Strategy;
- support to International Organization Migration border security projects in Asia and West Africa to identify fraudulent travel documents and limit movement of known terrorists and criminals under UN sanctions;
- contributions to the establishment of an early-warning and disease surveillance system for the ASEAN region to address biosecurity threats; and
- provision of $20 million for the Global Health Security Agenda to assist up to 15 countries to strengthen biosafety and biosecurity and enhance infectious disease prevention and detection capabilities.

Daesh Counter-Messaging

A Canadian expert was deployed in 2015 to assist in the design and development of the Coalition Strategic Communications and Counter-Messaging Cell, which coordinates international counter-messaging and communications efforts to discredit the Daesh brand.

24 - The new name of the program is the Peace and Stabilization Operations Program.

Canada also strengthened the capacity of its international partners to prevent, detect and respond to regional threats from chemical, biological, radiological or nuclear weapons and materials. Threat reduction projects included enhancements to a border crossing in Jordan to monitor up to 3,500 vehicles per day, bolstered detection and interdiction capacity at seaports in Peru through $2.3 million in support, and advancing an agreement with Mexico for up to $9 million in equipment to strengthen radiological monitoring along its southern border.

Canadian funded programming in Iraq through the United Nations Development Programme strengthened the capacity of Iraqi authorities to provide basic services, such as the rehabilitation of public infrastructure and provision of health-care services, to the Iraqi population in areas previously under Daesh control.

In Syria, Canada provided support for the Organisation for the Prohibition of Chemical Weapons (OPCW) and the OPCW-United Nations Joint Investigative Mechanism verification and fact-finding work to attribute responsibility for chemical weapons attacks and verify the destruction of Syria's chemical weapons program. Working in collaboration with the UN and NATO, Canada provided ongoing support to maintain and reform the Afghan national security forces as part of global efforts to stabilize the region and combat violent extremism.

As part of its contributions to the Global Counterterrorism Forum, Canada co-chaired the Sahel Working Group aimed at improving coordination, exchanging information and providing capacity-building activities for Sahel countries to enhance security in the region.

Global Affairs Canada, in partnership with the Department of National Defence, provided training and non-lethal equipment to help enhance the capacity of the Ukrainian military. Canadian police were deployed to operations in the Ukraine and expertise provided to the NATO Liaison Office in Kyiv on security sector reform. Canada also provided funding and facilitated the deployment of 25 experts to the Organization for Security and Co-operation in Europe (OSCE) mission to monitor the implementation of the Minsk Accords.[25]

UN Peace Operations

Canada is the 9th largest financial contributor to UN Peace Operations, which work to sustain peace in some of the world's most acutely fragile regions. The largest share ($323.9 million) of Canada's 2015-16 assessed contributions to the UN contributed to peacekeeping operations in areas where civilians faced imminent risk, including South Sudan, the Central African Republic, and the Democratic Republic of the Congo.

In Haiti, Canada ensured that the October 2015 mandate renewal of the UN Stabilization Mission maintained force levels that reflect the situation on the ground and the capacity of the Haitian state to deliver security to its population. Through the International Police Peacekeeping and Peace Operations Program, Canada deployed up to 90 civilian police officers and three corrections personnel to mentor, train and provide strategic advice to the Haitian National Police, including in community policing, leadership and management, combating sexual and gender-based violence, and correctional services. With Canadian support, 146 commissioners and inspectors, including 11 women, have graduated from the National Police Academy, helping to professionalize the force.

25 - The Minsk agreements were signed September 5 and 19, 2014. The OSCE Special Monitoring Mission was launched in March 2014 and is composed of international staff from OSCE participating states who contribute to reducing tensions and fostering peace, stability and security in the region.

Over the past year, Canada demonstrated leadership in promoting human rights and advancing democracy abroad through deployment of experts, including providing:

- three Canadian police investigators to support the work of the Extraordinary Chambers in the Courts of Cambodia to address impunity and accountability for long-standing human rights crimes, and bring justice to the victims of the Khmer Rouge regime;
- a Canadian Executive Director of the Justice Rapid Response, an international roster of rapidly deployable criminal justice experts able to assist in addressing allegations of international crimes against humanity, including sexual and gender-based crimes; and
- 302 international election observers to support multinational and domestic election observation missions in Ukraine, Haiti, Kyrgyzstan, Sri Lanka, Guatemala, Suriname and Guyana.

Canada collaborated with a wide range of government, media, civil society and institutional partners to promote human rights and advance democracy, including:

- support for opposition groups in Syria advocating on behalf of their constituencies;
- support to the International Commission against Impunity in Guatemala, whose work has led to the arrests of high-ranking government officials, judges and business people;
- support for the democratic participation of under-represented groups in Tanzania by developing the leadership skills of women, youth and people with disabilities;
- reinforcing the justice and rule of law sectors in Mali through the development of professional and ethical codes of conduct for members of the judiciary;
- contributions to UN-led efforts to monitor and report on human rights situations in countries in conflict such as Burundi; and
- training for 56 human rights defenders in the Ukraine on human rights monitoring and documentation in conflict zones.

Canadian values were also advanced by leveraging Canadian partner expertise and networks to deliver development results to those most in need. Canada supported efforts to enhance empowerment and civic engagement of vulnerable populations such as marginalized women and youth, disabled persons and LGBTI groups in Haiti, Senegal, and Tanzania; improve integration of gender equality considerations into human resources policies of over ten countries in Africa and Asia; and enhance dialogue aimed at combatting violence against women and girls in Senegal.

Program 3.2: International Development

Description: This program contributes to poverty alleviation by providing long-term support in developing countries that have demonstrated a capacity to effectively plan and advance poverty reduction initiatives. Priority programming themes draw on Canada's expertise, including sustainable economic growth, children and youth, and food security. A key Canadian initiative included in this program is Canada's commitment to maternal, newborn, and child health.

Budgetary Financial Resources (dollars)

Main Estimates 2015-16	Planned Spending 2015-16	Total Authorities 2015-16	Actual Spending 2015-16	Difference between planned and actual spending 2015-16
2,491,018,462	2,497,543,949	2,663,663,100	2,480,948,658	-16,595,291[26]

Human Resources (FTEs)

Planned 2015-16	Actual 2015-16	Difference 2015-16
760	696	-64

Performance Results

Expected Results	Performance Indicators	Targets	Results
Improved sustainable economic prosperity for the poor, particularly women and youth, in countries where Global Affairs Canada engages in development programming.	Income growth among the poorest 40% of households in countries in which Global Affairs Canada engages.	Obtain baseline information	Income of the poorest 40% of households increased in 17 of 22 countries[27]
Increased well-being and empowerment of children and youth in countries where Global Affairs Canada engages in development programming.	Under-five child mortality rate in countries where Global Affairs Canada engages.	Obtain baseline information	43 deaths (per 1,000 live births)[28]
Increased food security for food insecure populations in countries where Global Affairs Canada engages in development programming.	% of total of households that are food secure in countries where Global Affairs Canada engages.	Obtain baseline information	80.1% [29]

Performance Analysis and Lessons Learned

Evidence of results achieved at the program level is drawn from reliable global indicators and data sources and represents cumulative changes in the lives of women, men, adolescents and children in the countries where Global Affairs Canada engages.

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26 - Actual spending was $16.6 million lower than planned spending. The variance (-0.66 percent) is attributable to the transfer of resources to program 3.3 to respond to humanitarian crises and provide humanitarian assistance to address the needs of people affected by ongoing conflicts such as in South Sudan, Syria and Iraq.

27 - Data available on 8 of 12 partner countries and 14 of 25 focus countries only (data for the other 16 countries in which Global Affairs Canada engages are not available). Source: World Bank Global Monitoring Report 2015-2016, pages 264- 265, (Shared prosperity data) with country-level estimates based on the latest surveys available that range between 2003-2014:
https://openknowledge.worldbank.org/handle/10986/22547;jsessionid=3E2E44278FE100AA58B1BCDF7AA2DDDA

28 - UN Inter-agency Group for Child Mortality Estimation, "2015 Levels and Trends in Child Mortality" (WHO, UNICEF and World Bank joint report):
http://www.childmortality.org/files_v20/download/IGME%20report%202015%20child%20mortality%20final.pdf

29 - 2013-15- FAO, "The State of Food Insecurity in the World", 2015: http://www.fao.org/3/a4ef2d16-70a7-460a-a9ac-2a65a533269a/i4646e.pdf

Over the past year, this program supported Canada's engagement with 25 countries of focus and 12 development partner countries/regions[30] chosen based on their needs, capacity to benefit from Canadian assistance, and alignment with Canadian foreign policy priorities. Canadian development projects were focused on achieving results within the five thematic priorities of the international assistance envelope: Sustainable Economic Growth; Children and Youth, including Maternal, Newborn, and Child Health; Food Security; Advancing Democracy; and Stability and Security, as well as cross-cutting themes. In early 2016, Minister Bibeau launched a review of Canada's international assistance, which may result in a shifting of priorities, once completed.

Improving Sustainable Economic Growth

From 2011 to 2015, the Canadian Co-operative Association used the co-operative model to improve the livelihoods of 3.4 million people, including 2.6 million women, in many countries, including Ghana, Malawi, Nepal, the Philippines and Uganda. More than 27,000 youth (about 13,000 female) were economically empowered through access to co-operatives through Youth Savings Clubs in Ghana, Malawi and Uganda.

In 2015-16, Global Affairs Canada supported inclusive economic development through projects to improve sound economic governance and institutions, support new and growing businesses, and provide training and skills for employment. For example, Canada supported International Monetary Fund efforts to strengthen the capacities of the National Bank of Ukraine. Canada's assistance helped to restore macroeconomic stability (achieving a 6-percent growth in gross domestic product in the last quarter of 2015), strengthen economic governance and transparency, and lay the foundations for robust and balanced economic growth following the political and economic crises of 2014.

Canada contributed to strengthening the skills and protecting the rights of workers and to women's economic empowerment to ensure that the poor are able to take advantage of economic opportunities. For example, a project in Cambodia with the United Nations Development Programme's Climate Change Adaptation Facility strengthened the capacity of women to manage new water infrastructure and engage in climate-resilient farming. As a result, 2,752 farmers (63 percent of whom were women) now have improved technical knowledge and group leadership skills. In addition, 878 community members, half of the user group members and 70 percent of government staff were trained in climate change adaptation practices.

Global Affairs Canada also contributed to the World Bank's Global Infrastructure Facility to promote climate smart and trade-enabling initiatives. It also contributed to the G20 Global Infrastructure Initiative, which supports the Asian Development Bank's Asia-Pacific Project Preparation Facility and the African Development Bank's NEPAD Infrastructure Project Preparation Facility.

30 - Canada's development countries of focus (Afghanistan, Bangladesh, Benin, Burkina Faso, Burma, the Caribbean Regional Program, Colombia, the Democratic Republic of Congo, Ethiopia, Ghana, Haiti, Honduras, Indonesia, Jordan, Mali, Mongolia, Mozambique, Peru, Philippines, Senegal, South Sudan, Tanzania, Ukraine, Vietnam, West Bank and Gaza) and partner countries (Bolivia, Cuba, Egypt, Guatemala, Iraq, Kenya, Morocco, Nicaragua, Nigeria, Pakistan, South Africa and Sri Lanka) are chosen based on needs, capacity to benefit from Canadian assistance, and alignment with Canadian foreign policy priorities.

Securing the future of children and youth, including the strengthening of programming related to maternal, newborn and child health, access to basic education and enhanced child protection from all forms of violence and harmful practices, was another key priority for the Government of Canada.

Global Affairs Canada contributed to improving the quality, accessibility and equitable delivery of basic education services and enhanced retention rates at the primary level. For example, Canada helped to support the Jordanian Ministry of Education through the training of 8,602 teachers, to prepare new teachers for the classroom and help current teachers improve their teaching skills in math, science, English and Arabic. The increased capacity of Jordanian teachers is helping the country's formal education system cope with the influx of Syrian refugee children.

Protecting Children and Youth

A project in Bangladesh trained local government, law enforcement and child protection actors on the causes and consequences of child, early and forced marriage, and their roles and responsibilities in stopping child marriage. This enhanced the capacities of 4,159 institutional stakeholders and leaders at various levels to establish and strengthen child protection mechanisms.

Canada is working to protect children and youth from all forms of violence and harmful practices, including child, early and forced marriage, as well as to strengthen child protection systems and services for girls, boys and at-risk youth. In Senegal, 2,417 individuals took part in an innovative project that focused on grandmothers as a "cultural resource" in targeted communities. Grandmothers were able to use their influence in families to promote a sustainable change against the harmful practice of early and forced child marriage.

To improve the health and rights of women and children, Global Affairs Canada strengthened access to and delivery of local health services. Through support to the health system in Mali, Canada helped increase the proportion of health centres providing care in obstetric and neonatal emergencies from 14 percent in 2014 to 20 percent in 2015 in the regions of Kayes, Ségou and Sikasso. Moreover, the rate of post-natal consultations increased from 32 percent in 2013 to 35 percent in 2015 in the same regions. Canada contributed to a national increase in the use of family planning services, increasing the number of couples using contraceptives from 90,542 in 2006 to 494,724 in 2014.

Canada increased the food security of food insecure populations through a focus on sustainable agricultural development, food assistance and nutrition, and agricultural innovation. The Canadian Foodgrains Bank (CFGB) Scaling-Up of Conservation Agriculture in East Africa Program aimed at improving food security and stimulating green economic growth among smallholder farmers, especially women, in Ethiopia, Kenya and Tanzania through the promotion of conservation agriculture. In 2015-16, the number of farmers involved in CFGB-supported conservation agriculture in Ethiopia grew from 112 to more than 1,000 model

Providing Food Security

More than 10,000 farmers have gained access to agricultural support services and/or have applied new agricultural technologies that have increased the productivity and competitiveness of key agricultural products through the Ha Tinh Agricultural Development project in Vietnam. 95 percent of the over 5,600 farmers who received training indicated that they also had improved their awareness of environmentally friendly farming methods.

farmers, 357 to approximately 3,000 follower farmers, and 314 to more than 2,300 women and men farmers in conservation agriculture groups.

Nutrition was also improved through better access to and utilization of nutritious foods. For example, the Enhanced Homestead Food Production project by Helen Keller International in Burkina Faso, Côte d'Ivoire, Senegal and Tanzania resulted in 11,500 women and 1,500 men being trained on home agricultural production of nutritious foods. This project also allowed participating women in these countries to increase their nutritious food intake by 40 percent and that of their children by 50 percent.

Innovative Use of Radio for Small-Scale Farmers

Since 2012, Farm Radio International's Radio for Farmer Value-chain Development project, recognized by the UN for its innovative use of radio and other technologies, like cell phones, reached an estimated 4.6 million smallholder farmers through participatory radio campaigns in Ghana, Mali, Tanzania and Malawi, allowing farmers to share agricultural best practices to improve food security.

Global Affairs Canada held a series of policy dialogues with Canadian civil society organizations and the public on the priorities of the new government in the areas of international development and humanitarian assistance. The department also organized round tables with Canadian organizations to build a vibrant community of practice and share best practices on innovation, development challenges and solutions and results measurement.

In 2015-16, Global Affairs Canada disbursed over $890 million in international assistance through more than 325 Canadian non-profit and for-profit organizations. Of that total, approximately $257 million was disbursed through programs which leveraged Canadian partner resources, expertise and innovation and engaged and mobilized Canadian women and men in the delivery of development results in approximately 100 developing countries. Youth internship programs provided Canadian youth with opportunities to support sustainable development initiatives and gain practical employment-related skills and experience.

Program 3.3: International Humanitarian Assistance

Description: Through this program, Global Affairs Canada reduces the vulnerability of people in crisis situations such as during armed conflicts, acute food insecurity and natural disasters by providing timely and appropriate funding for food, water, shelter, protection and other humanitarian assistance. It also provides long-term institutional support to key humanitarian assistance partners to support their ability to fulfill their mandates.

Budgetary Financial Resources (dollars)

Main Estimates 2015-16	Planned Spending 2015-16	Total Authorities 2015-16	Actual Spending 2015-16	Difference between planned and actual spending 2015-16
390,590,204	390,853,336	700,120,351	700,103,212	309,249,876[31]

31 - Actual spending was $309.2 million higher than planned spending. The variance (+79.12 percent) is mainly attributable to funding received through Supplementary Estimates from the International Assistance Envelope and a reallocation of funds from programs 3.1 and 3.2 to respond to humanitarian crises and address the needs of people affected by ongoing conflicts such as in South Sudan, Syria and Iraq.

Human Resources (FTEs)

Planned 2015-16	Actual 2015-16	Difference 2015-16
44	40	-4

Performance Results

Expected Result	Performance Indicators	Targets	Results
Reduced vulnerability of crisis-affected people, especially women and children in countries where Global Affairs Canada engages in humanitarian assistance.	# of beneficiaries who receive emergency food assistance (and nutrition assistance) in countries where Global Affairs Canada engages.	Obtain baseline information	76.7 million
	# of refugees and internally displaced persons assisted and protected through Canadian humanitarian assistance in countries where Global Affairs Canada engages.	Obtain baseline information	12.3 million refugees and 48.8 million internally displaced persons

Performance Analysis and Lessons Learned

The performance of this program was measured by the reduced vulnerability of crisis-affected people, especially women and children, in communities and countries experiencing humanitarian crises. Results for this program were based on the outcomes of humanitarian interventions in 57 countries facing complex emergencies or international public health emergencies in 2015-16.

Canada's international humanitarian assistance was provided in close cooperation with other government departments and international partners, including the Office of the United Nations High Commissioner for Refugees (UNHCR), the International Committee of the Red Cross (ICRC), the United Nations World Food Programme (WFP) and a number of non-governmental organizations, including the Canadian Foodgrains Bank. The performance of this program was assessed by the analysis of annual reports from these three international organizations, which are tracking and monitoring the above measures globally.

Over the past year, humanitarian needs arising from natural disasters, acute food insecurity, international public health emergencies and armed conflicts reached unprecedented levels, mainly due to the impact of the then current El Niño event and the intensification of conflict in several parts of the world. The ongoing conflicts in Syria, Iraq, Afghanistan, South Sudan, Yemen and the Central African Republic displaced millions of people from their homes, leading to the highest global levels of displacement ever recorded.

In 2015-16, Global Affairs Canada assisted with the provision of immediate humanitarian assistance in response to complex emergencies in 57 countries and to 27 natural disasters. With Canada's support, the WFP, Canada's largest humanitarian partner, reached 76.7 million beneficiaries in 81 countries throughout 2015.

Global Affairs Canada worked with experienced multilateral partners, including the UNHCR and the ICRC, to deliver assistance to those in need. With the support of Canada, the UNHCR and the ICRC assisted 61.1 million internally displaced people and refugees. In 2015-16, Canada also committed to providing $147 million over five years to the UN Central Emergency Response Fund to help save lives, alleviate suffering and protect human dignity in communities experiencing humanitarian crises.

For the third consecutive year, Canada's largest humanitarian response was directed toward the conflict in Syria. In recognition of the severity of this crisis and of the situation in Iraq, Global Affairs Canada launched a new $1.6 billion comprehensive three-year strategy. This new, multi-year approach signals Canada's willingness to adopt innovative approaches to humanitarian funding for protracted crises, providing stable and sustained support for conflict-affected populations and for the host communities that receive them.

In 2015-16, the department participated in high-level meetings to assess progress made on the Inter-Agency Standing Committee Transformative Agenda, which aims to improve the effectiveness of the humanitarian system. As a result, improvements were made in coordinating responses at the field level, and in responding to large-scale emergencies.

At the 2016 World Humanitarian Summit (WHS), Canada underscored the need to reinforce humanitarian principles and compliance with international humanitarian law, better link humanitarian and development programming, support local humanitarian responses, mainstream gender work, and improve humanitarian financing. The WHS launched the Grand Bargain, which saw 34 aid agencies and major donors (including Canada) collectively sign 51 commitments to make humanitarian financing more efficient and effective. Commitments, including on multi-year financing, increased cash programming, and reduced management costs set the stage for the next major phase of reform of the humanitarian system.

Strategic Outcome 4: Canada's Network Abroad – The department maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities.

Program 4.1: Mission Network Governance, Strategic Direction and Common Services

Description: Through this program, Global Affairs Canada works with 34 partner departments and co-locators, such as the Government of Australia and the provinces of Quebec and Ontario, to provide strategic governance, deliver efficient and cost-effective services, and provide infrastructure to the mission platform that includes 177 missions in 109 countries.

Budgetary Financial Resources (dollars)

Main Estimates 2015-16	Planned Spending 2015-16	Total Authorities 2015-16	Actual Spending 2015-16	Difference between planned and actual spending 2015-16
603,804,538	718,542,780	748,939,862	693,665,951	-24,876,829[32]

Human Resources (FTEs)

Planned 2015-16	Actual 2015-16	Difference 2015-16
4,274	4,287	13

32 - Actual spending was $24.9 million lower than planned spending. The variance (-3.46 percent) is mainly attributable to unspent funds related to the consolidation of the High Commission of Canada in the United Kingdom in London, as well as delays in the development of major projects.

Performance Results

Expected Result	Performance Indicators	Targets	Results
Efficient and cost-effective common services and support for Canada's representation abroad are provided.	Degree to which, on a scale of 1 to 5, Global Affairs Canada cooperates with mission partners to ensure that common-service standards are clearly defined and common services are sustainably delivered.	4	3.7
	Degree to which, on a scale of 1 to 5, the International Platform Branch enables the department to achieve its international priorities through sound governance, strategic direction, and the provision of efficient and cost-effective common services.	4	3.1

Performance Analysis and Lessons Learned

Program performance was assessed by examining the effectiveness of Global Affairs Canada in working with mission partners to provide governance for the mission network, including establishing clear standards for the provision of common services, such as procurement, diplomatic mail, materiel management, human resources for Locally Engaged Staff (LES), finance, real property, security, and information management and information technology.

Program effectiveness was assessed using surveys completed by Global Affairs Canada Heads of Mission, program managers, partners and co-locators, converted to a five-point scale, with the following results:

- 74 percent (3.7 out of 5) of partners and co-locators indicated that cooperation between Global Affairs Canada and mission partners was effective and common services were clearly defined, sustainably delivered and effectively managed; and
- 62 percent (3.1 out of 5) of Heads of Mission and program managers at missions indicated that the International Platform Branch (IPB) enables the department to achieve its international priorities through sound governance, strategic direction and the provision of efficient and cost-effective common services.

Response strategies to improve these results moving forward include integrated communications planning and proactive stakeholder engagement, as well as enhanced monitoring and oversight of IPB plans and priorities.

Global Affairs Canada continued to transform and modernize the way in which common services are delivered to missions abroad through the ongoing regionalization of common services and implementation of the Common Service Delivery Point model; the Procurement Modernization Initiative; transformation of the real property program abroad; and modernization of the human resources (HR) framework for LES. For example:

- 89 percent of missions have been integrated into the Common Service Delivery Point model for financial services, and service level agreements were established for integrated missions.
- A commodity review and procurement strategy for mission vehicles was completed, and the efficiency and effectiveness of the departmental supply chain was enhanced through the integration of materiel management and procurement operations under a single bureau.
- In response to Ernst & Young's third-party review of the real property program, an action plan was developed to strengthen strategic portfolio management and ensure the provision of modern, innovative, and sustainable corporate real estate services abroad.
- Multi-year initiatives related to LES HR systems, staffing and classification modernization are ongoing, including the successful pilot phase of the e-Recruitment tool, which streamlines

the management and administration of external selection processes for LES, as well as the implementation of generic work descriptions for a variety of LES occupational groups.

The IPB played a key role in supporting Operation #WelcomeRefugees through effective operational planning, coordination and logistics, and providing responsive procurement services.

The department pursued opportunities for co-locations with foreign governments to maximize the reach of its diplomatic network at minimum cost to taxpayers. In 2015-16, the department finalized the co-location of Germany within Canada's Embassy in Belgrade, Serbia; opened the Office of the Embassy of Canada in Vientiane, Laos, within the Australian Embassy; and opened the Office of the Embassy of Canada in Phnom Penh, Cambodia, within the British Embassy.

Reducing the department's Environmental Footprint

Global Affairs Canada was awarded the 2015 group award for Best Practices in Environmental Sustainability by the Real Property Institute of Canada for its solar lighting demonstration project at the Embassy of Canada to Germany.

Global Affairs Canada made significant strides in maturing the department's information management (IM) governance model and improving outreach to missions on IM through an Open Government Implementation Plan approved and submitted to Treasury Board; progress on the migration of electronic resources to GCDOCS;[33] full compliance with Treasury Board Secretariat's record-keeping directive; and a portfolio model to improve IM service delivery.

In support of maintaining the safety and security of personnel serving abroad, the department implemented physical security measures at numerous critical and high-risk missions abroad. Funding under the Critical Infrastructure Protection Program and Strengthening Security at Missions Abroad investment funds was used to deliver over 40 infrastructure projects that are expected to be completed by 2019-20. The department is now turning its attention to a comprehensive examination of safety and security across the entire Government of Canada network of missions, with a focus on its obligations for the duty of care toward staff serving internationally.

The department continued to upgrade electronic security systems at priority missions to enhance the safety and security of personnel and assets abroad. In 2015-16, the department completed 51 installations, bringing the number of completed installations to 62, as of March 31, 2016. In addition, 12 new armoured vehicles were deployed to overseas missions.

The department further strengthened the security of Canadian government personnel, assets and information through the implementation of the domestic security strategy. Close Circuit Video Equipment was upgraded at four departmental facilities and all Intrusion Detection and upgrades to Access Control security servers were completed.

Global Affairs Canada's Departmental Security Plan was identified by the Treasury Board Secretariat as a best practice in the department's 2015-16 Management Accountability Framework Assessment. The assessment noted that the plan includes all programs and activities identified in the Program Alignment Architecture, enabling the identification of unique security risks stemming from the department's mandate and operational context. The annual

33 - GCDOCS is the Government of Canada's Electronic Document and Records Management System. Departments are currently migrating to the new system, with the goal of having 100 percent of departments transitioned by 2019.

Departmental Security Plan review process was also noted as an effective management practice in that it ensures the Plan is updated to reflect changes to the department's internal and/or external environment.

Program 4.2: Management of Government of Canada Terms and Conditions of Employment Abroad

Description: Through this program, the department and central agencies manage and administer statutory payments to Government of Canada employees abroad, both Canada-based staff (CBS) and Locally Engaged Staff (LES). This includes Foreign Service Directive (FSD) payments, which are the benefits and allowances for CBS serving abroad, as well as pension and insurance benefits and affiliation in local social security for LES.

Budgetary Financial Resources (dollars)

Main Estimates 2015-16	Planned Spending 2015-16	Total Authorities 2015-16	Actual Spending 2015-16	Difference between planned and actual spending 2015-16
195,598,665	199,725,582	234,965,156	234,377,684	34,652,102[34]

Human Resources (FTEs)

Planned 2015-16	Actual 2015-16	Difference 2015-16
66	53	-13

Performance Results

Expected Result	Performance Indicators	Targets	Results
The department provides leadership to interdepartmental governance structures and the National Joint Council on Foreign Service Directive (FSD) policies.	Degree to which, on a scale of 1 to 5, the department demonstrated leadership in the interdepartmental governance structures and National Joint Council on FSD policies.	4	4.5
FSDs and LES benefits are paid pursuant to the required terms and on a timely and accurate basis.	% of required FSD payments to Canada-based staff (CBS) that were made accurately and within established service standards.	80%	65%
	% of required benefit payments to Locally Engaged Staff (LES) that were made accurately and within established service standards.	75%	96%

Performance Analysis and Lessons Learned

This program's performance was measured through an assessment of leadership at the National Joint Council on Foreign Service Directives policies and by adherence to service standards in the delivery of FSD and benefit payments to CBS and LES, respectively. Global Affairs Canada's leadership was demonstrated through the active participation/chairing of the FSD Bureau in all interdepartmental governance structures, including the Interdepartmental Post-Hardship Committee, the Committee on Accommodation Deficiency Adjustments and the Working Group forum for joint consultations on the interpretation and application of FSDs to specific cases. The

34 - Actual spending was $34.7 million higher than planned spending. The variance (+17.35 percent) is mainly attributable to funding received through Supplementary Estimates for expenditure increases due to foreign inflation on allowances provided to Canadians working at missions abroad, as well as funding received for LES pensions, insurance and social security programs.

department's performance improved upon last year's result, increasing from 4 to 4.5 on a 5-point scale.

The percentage of required FSD allowances paid to CBS decreased from 80 percent in 2014-15 to 65 percent in 2015-16. Global Affairs Canada is reviewing its business model and associated processes for administering FSDs in the context of reduced capacity, and a recourse mechanism for CBS has been published online. Benefit payments to LES were made accurately and within established service standards in 96 percent of cases, though this represents a decrease from 99 percent in 2014-15.

The framework governing the FSD budget was reviewed, with the goal of securing appropriate and sustainable funding for the payment of FSDs to Government of Canada employees posted abroad. The department also participated in the National Joint Council FSD Committee and other interdepartmental committees, ensuring representation and leadership in support of consistent, appropriate and timely delivery of FSD benefits.

Effective governance and oversight of the LES Pensions, Insurance and Social Security Program was provided by the LES Pensions, Insurance and Benefits Governance Committee. The committee endorsed the LES Pension and Insurance Global Review, which aims to improve the sustainability of the LES pension and insurance benefits regime.

Internal Services

Description: Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services, Communications Services, Legal Services, Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary Financial Resources (dollars)

Main Estimates 2015-16	Planned Spending 2015-16	Total Authorities 2015-16	Actual Spending 2015-16	Difference between planned and actual spending 2015-16
270,825,672	293,332,857	296,210,345	279,309,741	-14,023,116[35]

Human Resources (FTEs)

Planned 2015-16	Actual 2015-16	Difference 2015-16
1,723	1,533	-190[36]

Performance Analysis and Lessons Learned

Management and Oversight

Over the past year, Global Affairs Canada's Executive Board and other governance committees provided strategic direction and sound management of financial and human resources focusing

35 - Actual spending was $14 million lower than planned spending. The variance (-4.78 percent) is mainly attributable to delays in planned staffing.

36 - The variance is mainly attributable to delays in planned staffing.

on the alignment of policies and operations with the government's priorities. As part of the 2015-16 Treasury Board Secretariat Management Accountability Framework (MAF) assessment, the department was recognized for its strong use of performance information on program efficiency to identify risks, establish priorities, and support decisions on resource allocation.

Corporate planning, performance and risk management functions were improved through process efficiencies and stronger alignment of business plans with the department's Program Alignment Architecture (PAA) and Performance Measurement Framework. The department continued to refine its business model by aligning business plans with executive accountabilities and strengthened its risk management practices by expanding the tools available to manage risk at headquarters and at missions. Innovative tools such as Strategia, the department's online planning and reporting tool, and My International, a web-based platform for analytical reports from missions, supported the integration of planning and reporting at missions worldwide.

Global Affairs Canada built on its efficiencies as an amalgamated department. Relocation of approximately 3,500 employees as part of the Workplace Integration Initiative enabled the department to implement its domestic accommodations strategy, reducing the department's footprint by over 7,000 square metres. The 125 Sussex Drive Retrofit Project and the Workplace 2.0 Initiative enabled an additional reduction of over 3,000 square metres, for a total reduction of 10,000 square metres, four years ahead of schedule.

The department's Office of the Inspector General conducted 11 mission inspections, 19 investigations, including those related to harassment, fraud and loss of funds, and seven evaluations. These ensured that senior management was well informed of risks, governance, control issues, program performance, values and ethics, and the strength of the department's governance framework. In addition, this office provided counselling, harassment prevention strategies and informal conflict management services, and supported the Deputy Ministers in the first stage of the Psychological Wellbeing initiative. This included developing the Psychological Wellbeing for Managers course, conducting extensive engagement and consultation sessions with employees both in Canada and abroad.

Nine development evaluations were approved in 2015-16, including evaluations of development programming in Afghanistan, Bangladesh, Ethiopia, Ghana, Indonesia, Mozambique, Tanzania and the West Bank and Gaza; an evaluation of Global Affairs Canada's Development Partner countries, including Cuba, Egypt, Guatemala, Jordan, Morocco, Nicaragua, Philippines and Sri Lanka; an evaluation of the department's Maternal, Newborn and Child Health initiative; and an assessment of the development effectiveness of the United Nations Population Fund.

Global Affairs Canada completed a range of audit engagements to provide assurance to senior management that the department's risk management, governance and internal control processes are operating effectively. Notable audit subjects included Canada-based staff overtime, staff rotation and mobility, the Foreign Service Directives and Global Affairs Canada's development assistance program in Mali. Global Affairs Canada's internal audit function was subject to an external quality assessment and was found to be in compliance with policy requirements and professional standards.

Communications and Legal Support

Global Affairs Canada has a strong and active communications presence. Over the past year, the department produced 15 percent of the content on news.gc.ca, producing more than 500 news releases, statements and speeches, as well as responding to approximately 3,300 media enquiries. The department engaged with Canadians, particularly the business community, on Canada's international trade activities and their potential benefits, through more than 50 ministerial events across Canada.

Largest Social Media Contributor

Global Affairs Canada remained the largest federal department contributor to the Government of Canada's social media presence last year, with more than 500 social media accounts at missions and headquarters, communicating Canada's foreign policy priorities through 9,600 tweets and 3,600 Facebook posts.

Global Affairs Canada supported the Government of Canada's communications during the resettlement of Syrian refugees in Canada and the delivery of humanitarian assistance to the region by facilitating 35 media interviews by Heads of Mission, responding to more than 150 media enquiries, and supporting three ministerial trips to the region. In addition the department supported 37 other international trips by departmental ministers plus 13 by the Prime Minister.

In the past year, the department delivered high-quality legal services and advice on a broad array of issues to support departmental clients and more than 20 other government departments and Crown corporations. These issues included international trade and investment law; international human rights and humanitarian law; oceans and environmental law; immunities; economic law; and, transnational and international crime. More than 400 treaties signed by Canada, going back several decades, were submitted to the United Nations last year, bringing Canada's registry of its international treaties up to date. Legal support and advice was provided to government departments on more than 40 treaty actions and on 70 Memorandums of Understanding to ensure legal risks were mitigated prior to signature. Over 137,000 documents for the public were authenticated within service standards.

Human Resources Management

Global Affairs Canada was focused on human resource planning and service delivery to foster a workforce that is diverse, agile, flexible and capable of delivering on the government's priorities. In support of this objective, the department supported the transition of over 600 employees, primarily from the former Canadian International Development Agency, who opted to be in mobility pools, thereby increasing the department's pool-managed workforce to approximately 3,200 employees or 53 percent of Canada-based staff. Approximately 300 Management Consular Officer positions were converted to the Foreign Service category, consolidating the department's international workforce and providing more flexibility for officers serving abroad.

As part of Global Affairs Canada's Human Resources Strategy, new initiatives were developed in support of Executive (EX) Talent Management, including a workforce needs analysis and EX promotion strategy; new investment funds for training; and a Head of Mission strategy to respond to risks identified in mission inspections.

The effectiveness of the non-EX Public Service Performance Management Program at Global Affairs Canada was improved through the creation of corporate and branch review panels to ensure consistent monitoring and reporting on performance management, and review of cases of employees whose performance surpassed expectations or was rated as unsatisfactory.

Through collaboration between internal governance committees, bargaining agents and the department's champions, Global Affairs Canada implemented three-year corporate action plans: a 2015-17 Corporate Public Service Employee Survey Action Plan, a 2015-18 Official Languages Plan, and, a 2014-17 Employment Equity Plan.

The 2015-16 MAF assessment for People Management identified Global Affairs Canada as having one of the lowest average number of sick days used per employee, and as having more stability in the executive functions. However, the department's Performance Management and Employee Learning participation rates were below the average for the Government of Canada. To address this, the department developed quarterly monitoring tools to improve program oversight, as well as providing ongoing training and coaching to managers.

Financial Management

Global Affairs Canada continued to refine its internal financial controls by implementing a risk-based ongoing monitoring program in support of internal controls, and provided for more effective management of fiduciary risk through greater standardization of grants and contributions (G&C) programming. International assistance envelope resources were effectively managed by ensuring integrated planning, management and reporting, including through the integration of G&C financial policies across programming mechanisms. The department reduced operational costs by using a risk-based approach to audit planning, which ensured coordination across the development, foreign affairs, and trade streams.

Global Affairs Canada strengthened the quality and timeliness of financial information provided for decision making through enhanced financial planning, budgeting, forecasting and costing. A horizontal review of financial management activities in 2015-16 resulted in improved services, reduced duplication, and elimination of certain activities. Resource savings from increased rationalization, consolidation and harmonization of functions were redirected toward initiatives in line with departmental priorities. Global Affairs Canada's 2015-16 MAF assessment for Financial Management noted that the department was consistent in providing managers with access to their approved budgets 15 days following the start of the fiscal year.

Information Management and Information Technology (IM/IT)

Global Affairs Canada worked closely with Shared Services Canada (SSC) to ensure IT-enabled solutions meet the needs of the department and the international network. It also pursued the advancement of innovative projects and alignment with Government of Canada IM/IT enterprise priorities, including the planned implementation of GCDOCS, the government-wide Email Transformation Initiative, workload migration to SSC data centres, and Government of Canada web renewal. Global Affairs Canada transitioned to the government's new Phoenix pay system and delivered the self-service App Store to manage departmental software more efficiently.

The IM/IT Bureau continued to deliver and improve the reliable services and high-quality solutions to clients across the department and at missions. It also made progress on its transformation agenda to become a strategic partner and enabler for Global Affairs Canada business lines. As noted in its 2015-16 MAF assessment for IM/IT, the department demonstrated expected levels of maturity for IM/IT stewardship, with a 100 percent level of compliance with recordkeeping guidelines, 25 percent higher than the Government of Canada average of 75 percent.

Real Property, Materiel, and Acquisition

Through its Procurement Modernization Initiative, Global Affairs Canada continued to update materiel management service standards, policies and oversight functions. The department conducted a comprehensive review of the asset management operating environment to identify opportunities for improved coordination and reporting among commodity management sectors and to strengthen oversight.

In 2015-16, Global Affairs Canada finalized its departmental investment plan, which was approved by the Treasury Board Secretariat in May 2016. As part of the 2015-16 MAF evaluation, the department was assessed as reporting its procurement obligations in a timely and accurate manner, indicating well-managed and transparent procurement practices.

The department's administration of contracts over $25,000 was also highlighted as a best practice in its 2015-16 MAF assessment, with 94.1 percent awarded through a competitive bidding process versus a Government of Canada average of 82 percent. Opportunities for improvement included increasing acquisition card usage, increasing reinvestment in real property, developing materiel management strategies to maximize value to program needs, and introducing service standards for the management of materiel.

Section IV: Supplementary Information

Supporting Information on Lower-Level Programs

Supporting information on lower-level programs is available on Global Affairs Canada's website.[x]

Supplementary Information Tables

The following supplementary information tables are available on Global Affairs Canada's website.[xi]

- Departmental Sustainable Development Strategy
- Details on Transfer Payment Programs:
    - Anti-Crime Capacity Building Program (ACCBP)
    - Canada Fund for Local Initiatives (CFLI)
    - Commonwealth Secretariat
    - Counter-Terrorism Capacity Building Program (CTCBP)
    - Food and Agriculture Organization of the United Nations (FAO)
    - Global Markets Support Program (GMSP)
    - Global Partnership Program (GPP)
    - Global Peace and Security Fund (GPSF)
    - Grants and Contributions in Aid of Academic Relations
    - Grants in Lieu of Taxes on Diplomatic, Consular and International Organizations' Property in Canada
    - International Atomic Energy Agency (IAEA)
    - International Criminal Court (ICC)
    - International Development Assistance
    - International Financial Institutions
    - International Labour Organisation (ILO)
    - International Organisation of the Francophonie (OIF)
    - North Atlantic Treaty Organization (NATO) Civil Administration
    - Organisation for Economic Co-operation and Development (OECD)
    - Organization for Security and Co-operation in Europe (OSCE)
    - Organization of American States (OAS)
    - Projects and Development Activities Resulting from Francophonie Summits
    - Religious Freedom Fund (RFF)
    - United Nations Educational, Scientific and Cultural Organization (UNESCO)
    - United Nations Organization (UN)
    - United Nations Peacekeeping Operations
    - World Health Organization (WHO)
    - World Trade Organization (WTO)
- Horizontal Initiatives
    - Global Peace and Security Fund
- Internal Audits and Evaluations
    - Internal Audits
    - Internal Evaluations

- Response to Parliamentary Committees and External Audits
- Up-Front Multi-Year Funding
  - Centre for International Governance Innovation
- User Fees Reporting
  - User Fees - Access to Information
  - Export/Import Fees
  - User Fees - Consular Services
  - User Fees - Specialized Consular Services
  - User Fee Reporting Totals

Federal Tax Expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The department of Finance Canada publishes cost estimates and projections for these measures annually in the *Report of Federal Tax Expenditures.*[xii] This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the sole responsibility of the Minister of Finance.

Organizational Contact Information

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Other Portfolio Related Contacts

Canadian Commercial Corporation
50 O'Connor Street, Suite 1100
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Tel.: 613-996-0034 (National Capital Region and outside Canada)
Fax: 613-995-2121
http://www.ccc.ca/

International Joint Commission (Canadian Section)
234 Laurier Avenue West, 22nd Floor
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www.ijc.org

Export Development Canada (EDC)
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TTY: 1-866-574-0451
www.edc.ca

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www.fdr.net

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Fax: 613-239-5063
www.ncc-ccn.gc.ca

Appendix: Definitions

Appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

Full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

Non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

Performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

Performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

Performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

Planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

Plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

Priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

Program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

Results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Statutory expenditures: Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

Sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

Target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

Voted expenditures: Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

List of Acronyms

APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of Southeast Asian Nations
ATA	Air Transport Agreement
CBS	Canada-based Staff
CEFM	Child, Early and Forced Marriage
CETA	Comprehensive Economic and Trade Agreement
CFGB	Canadian Foodgrains Bank
CFLI	Canada Fund for Local Initiatives
CIDA	Canadian International Development Agency
COOL	Country of Origin Labelling
CRF	Consolidated Revenue Fund
CRP	Corporate Risk Profile
DFAIT	Department of Foreign Affairs and International Trade
DFATD	Department of Foreign Affairs, Trade and Development
DPR	Departmental Performance Report
EU	European Union
EX	Executive
FDI	Foreign Direct Investment
FIPA	Foreign Investment Protection and Promotion Agreements
FSD	Foreign Service Directives
FTA	Free Trade Agreement
FTE	Full-Time Equivalent
HR	Human Resources
ICRC	International Committee of the Red Cross
IT	Information Technology
IM/IT	Information Management/Information Technology
IPB	International Platform Branch
LES	Locally Engaged Staff
LGBTI	Lesbian, Gay, Bisexual, Transgender, and Intersex
MAF	Management Accountability Framework
NAFTA	North American Free Trade Agreement
NATO	North Atlantic Treaty Organisation
OPCW	Organisation for the Prohibition of Chemical Weapons
OSCE	Organisation for Security and Cooperation in Europe
PAA	Program Alignment Architecture
ROCA	Registration of Canadians Abroad
RPP	Report on Plans and Priorities
SO	Strategic Outcome
SSC	Shared Services Canada
TCS	Trade Commissioner Service
TPP	Trans-Pacific Partnership

UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
WFP	World Food Program
WHS	World Humanitarian Summit
WTO	World Trade Organization

Endnotes

i - **Global Affairs Canada,** http://www.international.gc.ca
ii - ***Department of Foreign Affairs, Trade and Development Act,*** http://www.laws-lois.justice.gc.ca/eng/acts/F-27.5/FullText.html
iii - **Beyond the Border Action Plan,** http://www.cic.gc.ca/english/department/btb.asp
iv - **Ministerial Mandate Letters,** http://pm.gc.ca/eng/mandate-letters
v - **Public Accounts of Canada 2016,** http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html
vi - **Treasury Board of Canada Secretariat Whole-of-Government Framework,** http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx
vii - **Office of the Chief Financial Officer,** http://www.international.gc.ca/finance/index.aspx
viii - **Future-oriented Statement of Operations and Notes 2015-2016,** http://www.international.gc.ca/finance/fofs-efp/fofs-efp_2015-2016.aspx?lang=eng
ix - **Travel and tourism,** https://travel.gc.ca/
x - **Sub-program results 2015-16,** http://international.gc.ca/gac-amc_draft/publications/plans/dpr-rmr/dpr-rmr_1516_sup.aspx?lang=eng
xi - **Supplementary Information Tables 2015-16,** http://international.gc.ca/gac-amc_draft/publications/plans/dpr-rmr/dpr-rmr_1516_sup.aspx?lang=eng
xii - **Department of Finance Canada: Government of Canada Tax Expenditures,** http://www.fin.gc.ca/purl/taxexp-eng.asp